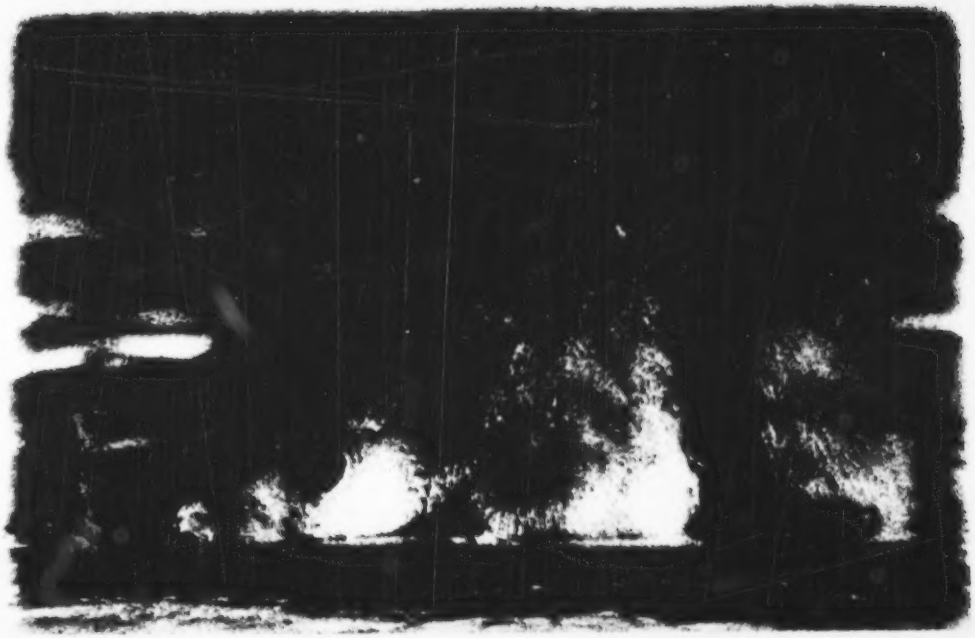

Manitoba Adventure Travel and Ecotourism Sector Analysis

the Tourism Company
May 17, 2002

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1 Executive Summary

1.1 The Analysis is intended to provide the background for a Provincial Strategy and Policy

The overall objective of the assignment is to assess the state of the adventure and ecotourism sector (ATE sector) in Manitoba against the international marketplace, and identify the challenges and opportunities for the future. This assessment will provide the foundation for the Tourism Division of Culture, Heritage and Tourism to develop policy related to the ATE sector, and develop an ATE Product Development and Marketing Plan.

The more specific objectives as outlined in the terms of reference are as follows:

- Assess the current state of the ATE sector
- Identify new product opportunities with potential to increase visitation
- Complete a product/market match
- Identify the challenges and opportunities

1.2 Adventure Travel & Ecotourism in Manitoba

Available tourism research and statistics for Manitoba tourism do not provide much useful information on the ATE sector. There is a need to conduct research to better evaluate the existing ATE tourist characteristics and patterns.

There are an estimated 71 adventure operators in the Travel Manitoba database that are still in business. This represents only 5.2% of adventure operators in Canada. A survey was sent to all of these operators with a response rate of 68%. Of those that responded the average number of years in business was 11.9 years and repeat business represented an average of 29% of their business. A total of 50% indicated they were open year round. The majority of operators indicated their annual revenues to be less than $100,000 per year (64%). The 10 most common activities offered by operators in Manitoba in order of priority are wildlife viewing, photography, bird watching, hiking/nature walks, educational, stargazing, northern lights, canoeing, Aboriginal programs and snowshoeing.

A sample of 20 operators that completed surveys was included in a mystery shopping exercise. The main conclusion from the mystery shopping exercise was that there is a wide range in market readiness. Some of the operators are very advanced with respect to their market readiness. They have the following characteristics:

- Can be easily reached
- Respond quickly to requests (within 2 days)
- Have a web site
- Understand their uniqueness and competitive advantages
- Can package other elements of a trip through partners
- Offer group discounts
- Provide all the necessary equipment
- Offer literature and services in other languages
- Can provide all-inclusive package

- Have properly certified and trained guides
- Willing to provide client references
- Have proper insurance coverage
- Have reasonable deposit and cancellation policies

Other operators are not market ready as exhibited by the following shortcomings:

- Not reachable – no voice mail
- Too slow in responding to an e-mail or voice mail – more than three days
- Very inexperienced
- Lack proper insurance
- Staff and/or guides are not trained
- Unable to package in other trip elements – i.e. local transportation or accommodation in Winnipeg
- Insufficient capacity for a small group (10 people)
- Other main business precludes the operator from being able to accommodate request
- Lack any other language capability, or access to service for translation
- Lack proper equipment for the activities they promote
- Unacceptable service level – for example referring a potential customer to a web site and not providing any further information via phone or e-mail or fax
- Do not run services which they are promoting
- Business not ready or operating this year

A total of 6 operators did not respond to the e-mail or phone call mystery shoppers. Four out of 14 that did respond were deemed to be market ready and the remainder were not for the above noted reasons. The operators that were identified as market ready were very professional.

1.3 Key Issues & Challenges in Manitoba's ATE Sector

Access to financing for new and growing businesses and the availability and access to training programs specifically targeted at the ATE sector were identified as key challenges in the industry consultation program. There is need to consider ways to expand the availability of financing assistance as well as mentoring for this sector. There is also need to evaluate the training needs of the sector with operator involvement and match the needs against the current provision of training programs. Then new, expanded and more targeted programs can be developed that are accessible to operators throughout the province.

Numerous past reports have identified the key needs for developing the ATE sector in Manitoba, including the 2000 Tourism Forum report, the report on Ecotourism in Manitoba and the Canadian Adventure Travel & Ecotourism Strategy. Common threads appear to be:

- New product development including off-season diversification
- Enhancing the quality of product
- Ecotourism development through common definitions and standards

- Development of Aboriginal product
- Enhancing existing or develop new events
- More sustainable models and practices
- Operator business support and mentoring
- More packaging

The industry consultation undertaken as part of this assignment found there is an expressed need and an opportunity for better coordination and collaboration between the government and the private sector stakeholders in the ATE sector with respect to resource management, sharing research, product upgrading, human resource development/training and marketing. In order to achieve this there is a need for the industry to create a Manitoba ATE model providing clear definitions and standards for adventure and ecotourism including the individual activities that are covered by these definitions.

The government, primarily Travel Manitoba, but with involvement of other appropriate agencies like Conservation will need to play a key facilitating role in bringing the industry stakeholders together. However the government must not be seen to impose anything on the industry, but rather this should be a true partnership. Regular communication tools will need to be built into the program – for example an ATE sector newsletter and an ATE sector web site both for marketing/sales and sharing of information internally. Some type of formal alliance for the ATE sector may be warranted. Certification may be the best means to upgrade the product quality in this sector.

1.4 A Vision for Manitoba's ATE Sector

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A proposed vision statement for Manitoba is:

> *By the year 2007 Manitoba is recognized as one of the more advanced provinces with respect to sustainable adventure travel and ecotourism, with clearly defined definitions and standards, a high quality and well differentiated product and a proven process for developing new products and efficiently marketing them to the domestic and international marketplace*

1.4.1 Goals & Objectives

The following are some suggested goals for Manitoba over the next 5 years with respect to adventure tourism and ecotourism

- Manitoba model for adventure tourism and ecotourism with widespread buy-in and support from the public sector partners, the conservation community, the Aboriginal communities, adventure and ecotourism operators etc
- An industry/government alliance to assist with advocacy, mentoring, coordination of marketing/training/product development/sourcing for financing
- Finalized provincial policy for adventure travel and ecotourism
- More sustainable adventure travel business sector
- Increase in market ready product from the estimated 20% to 80%

- Training programs targeted to the needs of the sector throughout the province
- Adventure travel business standards and certification
- Ecotourism standards and certification
- Targeted provincial marketing program for adventure travel markets with private sector input and support
- Ongoing research program targeted to sector needs with an aim to help establish the value of the sector, characterize visitors, identify market opportunities and to assess the success of marketing tactics

1.5 A Proposed Manitoba Model

Travel Manitoba will need to take the lead in bringing the industry to consensus on a Manitoba model for adventure tourism and ecotourism. The following are suggested definitions and activities to include.

Sustainable tourism – "envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems." (*WTO & UNEP*). Sustainable principles should apply to all types of tourism activities and operations, not just nature-based tourism.

Adventure Tourism – Adventure travel is a leisure activity that takes place in an unusual, exotic, or remote destination. It tends to be associated with high levels of activity by the participants. Adventure travellers expect to experience varying degrees of risk, excitement, tranquillity and to be personally tested. Adventure travel encompasses both *hard adventure* with physical exertion and a degree of risk, and *soft adventure*, which involves a lesser degree of risk, more convenience and requires less experience. Adventure tourism should be differentiated from sport tourism, which would include alpine skiing, sailing, windsurfing, tennis and golf where the visitor is taking part in an activity in an organized setting or venue. Adventure should also be differentiated from consumptive tourism including fishing and hunting which is a sector of the industry with a different culture and very different market motivations. In Manitoba adventure travel could encompass the following types of activities:

- White water rafting and kayaking
- Canoeing
- Scuba diving
- Sea kayaking
- Hiking/backpacking
- Nature interpretation
- Dog sledding
- Snowshoeing
- Aboriginal adventure (with a cultural overlay)
- Expedition cruising
- Catch and release fishing (exclusively)
- Snowmobile touring
- ATV touring
- Hot air ballooning
- Wagon train trekking
- Jet boating
- Climbing
- Cross country ski touring
- Wildlife viewing
- Bicycle touring (mountain and road)
- Extreme adventure

Ecotourism – An enlightening nature-based travel experience that is respectful of the ecological, cultural and economic integrity of host communities/areas. Implicit in the definition are the following principles, as adopted by the International Ecotourism Society:

- Minimizing negative impacts on nature and culture that can damage a destination
- Educating the traveler
- Stressing the importance of responsible business
- Directing revenues to the conservation and management of protected areas and biological diversity
- Emphasizing the need for regional tourism zoning and visitor management plans
- Emphasizing the use of environmental and social base line studies
- Maximizing economic benefits locally
- Supporting economic empowerment of local communities
- Ensuring development does not exceed social and environmental carrying capacities
- Relying on infrastructure that has been developed in harmony with the environment

Ecotourism examples in Manitoba could include the following activities:

- Bird watching
- Wildlife viewing
- Hiking and backpacking
- Horseback touring
- Visiting unique, undisturbed landscapes or ecological areas
- Northern lights viewing
- Geological interest
- Canoeing
- Cross country ski touring
- Aboriginal tourism
- Dog sledding
- Snowshoe touring
- Nature interpretation
- Archaeological interest
- Sea kayaking
- Learning travel
- Rafting expeditions

These are all activities that can be undertaken while trying to minimize the ecological footprint from the activity. It should be noted that certain types of cultural heritage tourism can be ecotourism – for example Aboriginal cultural tourism or archaeological interest tourism.

1.6 Phasing & Priorities

It is recommended that the main focus for the initial two years be on organizing and upgrading the quality of existing operators in this sector. Years 3, 4 and 5 would then focus on new product development and marketing. This is not to suggest that marketing be delayed for three years but rather the emphasis from Travel Manitoba be on existing product and capacity enhancement in the initial stages, then expansion/refinement of product development and marketing initiatives.

Key strategic directions as detailed more fully in the full report are prioritized below by year for the next five years. These priorities are intended to stimulate discussion and would need to be finalized by the Department of Culture, Heritage and Tourism based on resource availability assessments recognizing other Departmental responsibilities and priorities.

Year 1

1. Work towards consensus on a Manitoba model for adventure tourism and ecotourism.
2. Establish, communicate and enforce clear market readiness criteria and operational standards for participation in any provincial programs targeted at this sector.

3. Expand the database of adventure and ecotourism operators in the province to include parks and protected areas and all product categories agreed to in the model.
4. Facilitate the organization of an adventure/nature-based tourism sector forum/conference to bring stakeholders together in an effort to form some type of industry alliance and communication plan.
5. Initiate a training needs assessment to identify gaps and solutions in association with industry and the educational sector.
6. Assess the concept of a business support financing program in conjunction with other funding providers.
7. Initiate a sector newsletter or e-newsletter to work the database and begin to share information, and to help create wider understanding of ecotourism principles.

Year 2

1. Facilitate the creation of an industry sector alliance.
2. Host the second annual adventure tourism/nature-based tourism forum or conference.
3. Initiate targeted research for this sector, both existing visitation/impact and potential market segmentation.
4. Develop a packaging manual or packaging seminars targeted at this sector to begin stimulating more packaging.
5. Implement a business support financing program.
6. Initiate 'below the line' and other marketing tactics targeted at the adventure markets, developed in association with operators.
7. Working together with industry, begin to develop the slide/image library.
8. Work as a catalyst in bringing the industry together with relevant government departments to work on resource management strategies.

Year 3

1. Continue packaging efforts.
2. Begin to focus on stimulating new product development. This will likely require financial assistance programs.
3. Upgrade the provincial web site to become a DMO network/web with booking and inventory capability.
4. Begin to work with industry on developing the framework for a provincial certification program for nature-based tourism including adventure tourism, ecotourism and Aboriginal tourism. This will need to include the definition of provincial standards.
5. Undertake an awareness program targeted at the general population to create broader understanding of the value of nature-based tourism and ecotourism and the need to find more sustainable models.
6. Continue the annual forum.

Year 4

1. Launch the provincial standards and certification program.
2. Continue with new product development initiatives.
3. Pass responsibility for the annual forum on to the alliance.

4. Initiate an adventure tourism/nature-based tourism marketplace to facilitate buying and selling.

Year 5

1. Broaden marketing for the certification program.
2. Continue product development initiatives.
3. Assist in enhancing existing and developing new events that help to showcase key adventure tourism and nature-based tourism destinations.

2 Introduction

2.1 Assignment Objectives

The number one priority that came out of the 2001 Tourism Forum was "to improve and expand Manitoba's nature-based tourism product and opportunities. The Forum identified the following key product development opportunities:

- Ecotourism
- Adventure tourism, soft adventure, outdoor recreation and extreme adventure
- Winter nature-based and outdoor product tourism
- Four-season tourism
- Aboriginal-owned nature-based and outdoor product
- Events and festivals that support nature-based and outdoor adventure product

In response to this direction the Government of Manitoba has allocated funds for developing this sector. An external consultant is required to assist in analysing the adventure and ecotourism sector as the first step in the preparation of a strategy to guide the future development.

The overall objective of the assignment is to assess the state of the adventure and ecotourism sector (ATE sector) in Manitoba against the international marketplace, and identify the challenges and opportunities for the future. This assessment will provide the foundation for the Department to develop policy related to the ATE sector, and develop an ATE Product Development and Marketing Plan.

The more specific objectives as outlined in the terms of reference are as follows:

- Assess the current state of the ATE sector
- Identify new product opportunities with potential to increase visitation
- Complete a product/market match
- Identify the challenges and opportunities

2.2 What is Ecotourism & Adventure Tourism?

The Department of Culture, Heritage & Tourism, Tourism Division has defined the following working definitions:

Adventure tourism – a non-consumptive outdoor leisure activity that takes place in an unusual, exotic, and remote or wilderness setting, involves some form of unconventional means of transportation and tends to be associated with high or low levels of physical activity.

Hard Adventure Travel – combines a unique experience in an outdoor setting with excitement and a degree of risk. It frequently demands physical exertion as well as a level of skill.

Soft Adventure Travel - also focuses on providing a unique outdoor experience or adventure however it involves only a minor element of risk, little physical exertion and no skill.

Ecotourism – an enlightening nature-based travel experience that is respectful of the ecological, cultural, and economic integrity of host communities. Implicit within this definition is the requirement that:

Assignment Objectives

- ✓ Assess current state of sector
- ✓ Identify new product opportunities
- ✓ Product/market match
- ✓ Identify challenges and opportunities

- ✓ Ecotourism activities are non-consumptive in nature.
- ✓ Some degree of purposeful environmental or cultural education be present within the ecotourism experience.
- ✓ The position of the host communities not only be respected, but also enhanced. That is benefits should accrue to the host communities.

These definitions are reasonably consistent with some of the common international definitions with the exception that the Manitoba ecotourism definition does not implicitly include a natural heritage conservation and cultural heritage preservation clause.

The adventure travel market internationally is large and growing. In the US for example in 1997 (*Adventure Travel; Special Report, Travel industry Association of America, 1998)* there were an estimated 98 million US adults that took an adventure vacation within the previous five year period. Of these the majority (69%) took a soft adventure trip while only 6% took a hard adventure trip and 25% took a vacation with both hard and soft. The typical adventure traveller is predominantly male and middle aged, although current trends point to more females participating. However demographic profile varies with the type of activity. For example the segment of the market that are enthusiasts and that participate in hard activities are typically younger, active adventure travellers are middle aged and activities like bird watching and wildlife viewing and expedition cruising skew to an older clientele. There is significant interest from the European markets for Canadian adventure experiences covering a range of activities such as wildlife viewing, canoeing, kayaking, hiking and backpacking.

Key Success Factors for Adventure Tourism

1. Unique/spectacular setting
2. Diversified product lines
3. Record of resource sustainability
4. Character accommodation
5. Parks and protected areas

Some of the most common adventure activities in North America over the past five years have included camping, hiking, biking, bird and wildlife viewing and white water rafting. In 1996 there were approximately 10,000 tour companies offering adventure trips. However only about 4% of Canadian and US travellers purchased an adventure package during 1998 &99. Trends would suggest that activities like hiking/backpacking, kayaking/canoeing, wildlife viewing (whale watching), rafting, expedition cruising and mountain biking will be strong growth markets in the near term. Competition for these markets is increasing as most countries in the world are pursuing some or all of these types of markets. Countries like Costa Rica, the US, Australia and Africa appear to be leading the way.

The following are some of the key success factors in pursuing these markets:

- Unique and spectacular natural setting
- Operators who have diversified into multiple activities
- Destinations with a strong track record in resource sustainability
- Smaller scale and character accommodation
- Availability of parks and protected areas, particularly national parks

Those segments of the adventure or nature-based markets interested in purchasing an experience that adheres to ecotourism principles is still relatively small in North America but larger in certain European countries such as Germany. This segment

of the adventure market may not be as large and fast growing as has been thought.

The ATE sector in Manitoba is underdeveloped; however there is very significant potential to further develop this sector throughout the province. Historically northern Manitoba has received the greatest attention and has provided the province with some degree of market awareness. Unique culture and unusual physiography can provide the difference for Manitoba product to stand out from the competition. Developing this sector has become a priority for both the government and the tourism industry. There are significant opportunities but also lots of challenges in further developing this sector.

Current marketing of this sector is limited and very traditional in its approach, perhaps not the most effective way.

A Major Opportunity

- Manitoba has a relatively underdeveloped adventure travel and ecotourism sector.
- There is significant opportunity to develop more product and better market

3 The Business Environment & Key Trends

3.1 External Factor Assessment

It is important to understand some of the external factors that may influence growth of the tourism product base in Manitoba in future, both positively and negatively. This section presents a short summary of a few of the key external factors that should be considered in developing this Manitoba ATE Sector Strategy.

3.1.1 Climate Change

Climate change is the gradual or sudden change in the average weather that a region experiences. This includes temperature, precipitation and wind patterns. The major change that is taking place and will have an impact on Manitoba tourism is global warming. The earth's temperature is regulated by the greenhouse effect. It is a proven fact that as society has become more and more reliant on mechanized transportation, fuelled by fossil fuels the heat trapping gases in the atmosphere have increased. The effect of these additional gases is to enhance the warming capability of the greenhouse effect.

An international scientific consensus has emerged that our world is getting warmer. The global climate has warmed during the past 150 years, through a series of cycles of cooling and warming. In concert with this change glaciers have been receding, sea levels rising and climatic zones have been shifting. There is general agreement that global temperatures could increase by as much as 1 – 3.5 degrees over the next century. In Canada this could mean an increase in mean annual temperatures in some regions of 5-10 degrees. The positive side of this for Manitoba is that more southerly winter tourism destinations may experience shorter and shorter seasons, hopefully leading to winter travellers increasingly looking north to areas like Manitoba for activities like snowmobiling, particularly in the early and late parts of their more southerly winter season.

3.1.2 Increasing Product Sophistication

International tourists, in general are becoming increasingly sophisticated and discriminating in their travel plans and activities. As a result tourism product is becoming increasingly sophisticated and segmented in terms of target markets. For examples the accommodation used to be comprised of hotels, motels, inns, campgrounds and dorms. Today there is a wide array of accommodation product types such as boutique hotels, all-inclusive resorts, B & B's, farm stays and home stays and ecolodges. Attractions have moved into the high tech arena with a rapid growth in virtual reality experiences, high tech interpretive facilities and experiences, and convergence attractions like those that feature a combination of food retail and entertainment all in one.

In an increasingly high tech world the Manitoba ATE experience can provide a much-needed reconnection with nature and authentic cultural experiences. It will be important for the Manitoba tourism industry to utilize high tech where it makes sense (i.e. in interpretation), but focus on what is authentic and indigenous (from cuisine to construction materials), and features interaction with people and the natural environment. Accommodation should not be developed to copy what is found in other areas, but rather a local construction and architectural vocabulary should be

developed. The stories that are told through interpretation should be told as the locals want to tell them. The Manitoba tourism product must be developed to feature the unique differences found in Manitoba. In this way Manitoba will be differentiated as an internationally competitive adventure and ecotourism destination.

3.1.3 Concern for Sustainability

The World Tourism Organization defines sustainable tourism development as "tourism that meets the needs of present and future tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems". There is rapid worldwide growth in more sustainable tourism development models.

At one end of the continuum there is ecotourism. With this International Year of Ecotourism as designated by the United Nations for 2002 there will be heightened awareness and interest in the principles of ecotourism. There are rapidly increasing numbers of new models of ecotourism tourism attractions and infrastructure such as ecolodges, ecotours, ecologically responsible attractions and publicly listed ecotourism companies. Although there is much debate about definitions for ecotourism the United Nations Environment Program and the WTO has jointly come up with a list of the principles for ecotourism as follows:

- All nature based forms of tourism in which the main motivation is the observation and appreciation of nature as well as traditional cultures prevailing in natural areas
- It contains educational and interpretive features
- It is generally organized for small groups by specialized and small, locally owned businesses
- It minimizes negative impacts upon natural and socio-cultural environment
- It supports the protection of natural areas by generating economic benefits for host communities, providing alternative employment and income opportunities
- Increasing awareness towards the conservation of natural and cultural assets

In North America concern for the environment is still one of the major issues, although at times it can be overshadowed by more pressing issues such as the state of the economy or terrorism. It has never fallen very low in terms of importance to the general public.

Manitoba must be cognizant of these trends and become part of the movement towards more sustainable tourism. Manitoba's ATE tourism product relies on an extremely sensitive natural and cultural heritage resource base.

3.1.4 The Internet

A recent World Tourism Organization report suggests that the Internet may account for one in every four travel purchases in the main generating countries within the next five years. The Internet allows prospective travellers to see the product they are buying beforehand. It also allows travellers to shop around more and obtain more information on more options in more remote areas. This is

particularly relevant to the adventure sector where a lot of the operators are in remote areas and they are small businesses without significant marketing budgets for traditional marketing.

Destination Marketing Organizations (DMO's) are increasingly functioning as the main port of entry for information in a destination. The key trend for DMO's is that they are using their websites as sales and marketing tools, interactive customer relationship tools and major online distribution channels. There is significant opportunity for Travel Manitoba to expand their web site in this direction.

3.1.5 Quality and Value

There is an increasing focus on value of tourism experiences in all established destinations. Once again the product that is developed, enhanced or expanded in Manitoba must be developed to achieve the following:

- To meet target tourist expectations – the consumer must receive what has been promised or even more
- At an acceptable price – if high quality is guaranteed and the product is exceptional then the product or experience can command a high price. Manitoba has the resources to develop product for high yield tourist markets.
- Underlying quality determinants must be met including hygiene, safety, and accessibility for all people, and authenticity, as perceived by the target markets.
- Good value – the connection between price and quality must be aligned

3.1.6 Terrorism

Over the past 50 years a wide range of circumstances including natural disasters, wars, economic crises and terrorism has negatively impacted international tourism. According to a recent WTO analysis of the statistics the tourism industry has developed a capacity to survive and adapt in a way unmatched by any other industry sector. Over the decade from 1990 to 2000 the industry grew at an average rate of 4.3% per year despite the Gulf War, economic recessions and the conflicts in Yugoslavia.

The 9/11 terrorist attacks have had a more dramatic impact on international tourism. It has resulted in fear of travelling for some (at least in planes in some countries), global uncertainty and a fall in consumer and investment confidence. The WTO is of the opinion that the events of 9/11 will continue to negatively impact global tourism in the short term, but barring any new major external factors, a return of consumer confidence in travel will occur in the latter part of 2002. In a recent report they state that "external events can severely impact tourism; they can redistribute it geographically and affect its timing, but they cannot bring it to a halt".

3.2 Trends and Outlook

In the year 2000 international tourism arrivals throughout the world reached 699 million, close to 50 million greater than the total in 1999. This represented an increase of 7.4%, close to double the increase in 1999 and at par with the maximum growth year in the 1990's. The regions showing the strongest growth were eastern Asia and the Pacific at 14.7%, followed by the Middle East at 12.9%, and then southern Asia at 11%. North America posted an increase of 5.7% over 1999, doubling the

Key Trends

- Ageing baby-boomers
- Strong growth in soft adventure
- More socially and environmentally responsible travellers
- Packaging of experiences
- Increasingly sophisticated and targeted marketing by destinations
- Increasing importance of internet for marketing adventure travel

trend of growth over the period 1995 – 2000. This relatively strong international growth was driven by fairly buoyant economic situation in a lot of countries, recovery of the Asian markets, numerous millennium special events and few international conflicts.

Leading into the year 2001 the forecast was for 2 - 3% growth in international tourism. This projection was based on a decelerating economy, falling stock markets and considerable interest rate cuts in the US and the European Union to help reactivate the economies. The IMF was confident of a reactivation of the international economy, and things looked like they were turning for the better until September 11th.

According to the World Tourism Organization international arrivals worldwide declined by 1.3% in the year 2001, as a result of the 9/11 attacks and weakening economies in some of the major generating countries. International tourism arrivals totalled 689 million. For the first 8 months of the year arrivals grew by about 3% (compared to the average annual gain of 4.3% over the past ten years). The last four months suffered a drop of 11%. The America's experienced one of the most dramatic drops with a decline of 24%. It is interesting to note that over the same period visitation to Manitoba increased by 1.2%.

Travellers began to travel more by car and train rather than by air in the latter part of 2001. As a result visitors travelled to destinations closer to home, and they chose more family places perceived to be safer. The WTO predicts that the tourism industry will pick up to more normal levels by the second half of 2002.

It is important to understand the outlook for tourism, but also the trends that may shape the tourism industry and the tourist in years to come. The following is a point form listing of trends that are relevant to Manitoba:

- Current travelers are generally older, healthier, better traveled, more demanding, and possessing more disposable income than their predecessors. They are looking for new and different destinations offering unique cultural experiences and contacts. As a result, specialized and personalized service will be demanded.
- Travel consumers are becoming interested in travel experiences that are educational as well as entertaining and relaxing, and that allow for learning and skills development.
- There has been a shift in preference away from passive observatory types of tourism experiences towards those that offer participatory opportunities.
- There is a growing interest in various forms of outdoor recreational pursuits, often in unusual, exotic and remote destinations. Participation in this so-called "adventure travel" is growing at 15%-20% per year, primarily in soft, safe adventure vacations that combine adventure by day and comfort by night without the hardships of traditional wilderness adventure travel.
- Travelers are looking for vacations that bring them closer to the environment and/or provide them with the opportunity to be conservationists. This is generating interest in learning about, protecting and experiencing natural resources through interactive study tours.

- Sustainability of natural resources is becoming increasingly important in tourism development and management, as the result of stronger interest by government in environmental protection. Developers and operators are embracing resource conservation and management as important business objectives, while shifting from consumptive to non-consumptive tourism development and activities in response to traveler preferences.
- With the growth of the small business sector of our economy and the generally entrepreneurial character of tourism development, there is a steady increase of new competitors entering the tourism marketplace. Competition for the adventure/ecotourism market is particularly intense, with packaging and marketing techniques becoming more sophisticated as a basis for competitive advantage.
- Travelers are increasingly looking for all-inclusive travel arrangements where they pay one shot and the trip is organized from start to finish, as a means of obtaining greater value for their travel dollar.
- The Internet is becoming increasingly important as a marketing avenue for small operators in particular. Recent research in the US suggests that as many as three quarters of those with Internet access conduct travel research on the web.
- In general, the concepts of ecotourism, aboriginal tourism and environmental tourism are gaining in popularity. The travel trade specifically has been experiencing significant growth in demand for ecotourism experiences.
- Tourism as a function of sightseeing, cultural travel and "discoveries" appears to be a middle class phenomenon, and as this middle class has grown, a larger proportion of the traveling population has a higher level of education, which contributes to an increased tendency towards international travel, especially in the later part of life.
- Part of the increase in travel of the educated middle classes is related to the growth in the number of economically independent women, which further increases travel activity in this market. Further, there is a new active consciousness in women around 40 years of age.
- The aim for many elderly people today is "to die young at a high age". An increase of the number of elderly people who travel internationally could benefit places off the beaten track.
- The market is indicating a desire for low impact tourism in which travelers can in some cases; contribute to natural and cultural heritage conservation through their travel choices and activities. Further, there is an increasing demand for outdoor activities, particularly an interest for a variety of activities.
- Cultural globalization has reduced the fear of foreign cultures, which has solved many practical and interpretation problems surrounding international travel. One of the effects has been a strengthening of regional and national cultures and identities. Another effect has been that many tourists want to escape the global "style" and find something unique,

something they imagine as authentic and unspoiled.

- Rest and recuperation are now less important to international travelers. Simultaneously, there is a growth in a more relaxed and realistic travel style, with a preference for participation but without the quest for assimilation of the locals.
- Many nature-oriented tourists are forsaking the traditional comforts and are venturing into remote areas, often to experience a primitive lifestyle, to penetrate areas with few or no amenities. There has been a decrease in concern with comfort, which does not mean basic facilities are of no importance, but that amenities to soften the tourist experience are less central in the minds of travelers.
- The trend of anti-tourism appears to be important and is continuing, as "anti-tourists" believe that the possibilities of experiencing something authentic and typical are dependent on the number of tourists present in the area. This type of tourist seeks an "emphatic experience of place", interested in the local cultures and regional way of life.
- As more technology is introduced to society, more travelers place an emphasis on a warm humane environment to balance the high tech modernity of the professional world. To respond to this trend, tourism architecture and design should reflect local or regional traditions.
- The aging baby boom segment will continue to shape the world as they mature. These boomers are more active than the generation before them and are more interested in 'experiences' and learning while on vacation. These higher educated and sophisticated tourists are demanding experiences that combine education, entertainment and uniqueness, and are becoming increasingly sophisticated and demanding. Other markets are also changing — the 'families-with-children' market is slowing in growth due to general aging of the population. The over-75 age group is increasing and the tourism community will have the opportunity to serve them.
- Competition from emerging tourism destinations such as Vietnam, South Africa, China, Central America, Eastern Europe and elsewhere will challenge the Canadian tourism industry. In addition, destinations are becoming increasingly sophisticated in their marketing, and competition for the tourist dollar is constantly increasing. Destinations must increasingly develop and market products that are unique and different in order to create a competitive advantage.
- The Specialty Travel Index, published by the American Society of Travel Agents (ASTA), lists several hundred different activity types and is indicative of this segmentation.

4 The Demand for Adventure, Ecotourism & Experiences

4.1 Tourism in Manitoba

Available tourism research and statistics for Manitoba tourism do not provide much useful information on the ATE sector. There is a need to conduct research to better evaluate the existing ATE tourist characteristics and patterns.

4.1.1 General Tourism Visitation to Manitoba

From: Overview of the Tourism Industry, slide presentation by Travel Manitoba

- In 2000 tourism represented 3% of Manitoba's GDP, with the tourism industry accounting for 60,200 jobs or 11% of the employment
- The largest proportion of revenue from tourism comes from Manitoban's traveling in their own province – 5,285,500 person visits each spending on average $115 per person visit ($607 million in total expenditures)
- The second biggest market is other Canadian's traveling to Manitoba, representing 1,034,000 person visits each spending $249 per person visit
- The US market contributes 750,500 person visits each spending $259 per person visit
- The overseas markets contribute 103,300 person visits each spending on average $683 per person visit
- In 2000 there were 366,000 person visits to Manitoba from Ontario and 292,000 from Saskatchewan
- Minnesota and North Dakota are the main markets for Manitoba in the US, each contributing over 200,000 person visits per year

4.1.2 Adventure Tourism in Manitoba

From: Manitoba Tourist Exit Survey, 1995; The Manitoba Travel Market Survey, 2000; The Travel Manitoba Domestic Market Survey, 2001; Tourism Potential in the Western Hudson Bay Area, by GeoNorth and RT & Associates, 1997

- The 1995 Manitoba tourist exit survey (air travel visitors) found that 12% of visitors had visited a National or Provincial Park (22% to Grand Beach PP, and 13% to Birds Hill PP). 85% of air travelers chose Winnipeg as their main destination.
- In 1995 11% of visitors had an outdoor experience (32% hiking/walking/running) compared with 19% visiting a historic site and 17% attending a special event
- The 1995 Manitoba tourist exit survey (highway travelers) found that 43% of respondents were visiting Manitoba for a holiday or vacation compared to 25% for VFR purposes. Most of the respondents that visited for holiday of VFR reasons chose Manitoba because it is where their friends were located or it was on their way to their primary destination.
- 14% of all air and highway visitors stated holiday/vacation as their main trip purpose. Air travelers were more likely to restrict their visit to the region around Winnipeg, whereas

Recommendation
There is a need to conduct research to better evaluate the existing adventure travel and ecotourism market characteristics and patterns

highway travelers were more likely to visit sites located throughout Manitoba. The average trip expenditure for air travelers was $535 ($243 per day) and for highway travelers was $419 ($168 per day).

- The Manitoba Travel Market Survey, 2000 found that interest in outdoor activities was low in comparison to VFR and cultural activities, but high in comparison to business. 49% of the respondents from both the US and Canada indicated they would typically go camping on vacation. 30% indicated they would typically participate in winter activities. This compares to 79% identifying shopping and 71% identifying the beach.

- The Domestic Market Survey, 2001 found that hiking (49% of respondents) and bird watching (36%) were popular activities on vacation. This compares to 42% stating fishing and 35% stating golfing. A smaller proportion stated they enjoyed Aboriginal experiences (26%) and snowmobiling (24%). As with out-of-province travelers the most popular activities for domestic travelers were dining out and going to the beach (68%) and camping (59%). Shopping was of less importance for domestic travelers at 40%.

- The adventure market in Manitoba is not well documented or researched. Data from 1995 for Churchill suggest there are about 12,000 visitors spread over three seasons – spring bird watching, summer photography and fall polar bear watching. Visitors to Churchill are predominantly American (55%) versus 32% Canadian, they are aged 35 – 74 (66%) and are reasonably affluent (incomes upwards of $80,000). Polar bears, birds and whales are the strongest draws.

Recommendation
Manitoba needs to develop a "Manitoba model" for both adventure tourism and ecotourism, and it should be consistent with international standards to the extent possible

4.2 Product Description

There are commonly accepted definitions for adventure tourism both in North America and internationally. The types of activities that would be included as adventure, either soft or hard are generally consistent, with some exceptions. For example some (such as the Adventure Travel Society) would classify alpine skiing as adventure while others would categorize it as more common sport tourism along with activities such as sailing, motor boating and water skiing. Another example is catch and release fishing. The Canadian Tourism Commission classifies this type of fishing as adventure, whereas the more common approach is to classify fishing separately. There is a need for Manitoba to develop a Manitoba model that specifies the types of activities that would be defined as adventure tourism. The following types of activities are offered or could be offered in Manitoba and should be considered for inclusion in the adventure tourism definition:

Camping	Bird watching
Mountain biking	Wildlife viewing
White water rafting	Horseback trekking
Canoeing	Snowmobile touring
Sea or whitewater kayaking	ATV touring
Hiking	Scuba diving
Hot air ballooning	Nature interpretation
Catch and release fishing	Cross country ski touring
Adventure racing	Hang gliding/parapenting
Snowshoeing	Sky diving
Dog sledding	Aboriginal adventure
Expedition cruising	

There is much less consistency in defining ecotourism internationally. However there is general agreement and consistency in the principles of ecotourism as follows:

- Minimizing negative impacts on the natural environment
- Protecting and benefiting local cultures and populations
- Educating travelers
- Striving for no ecological footprint
- Resulting in a net benefit to the environment and the local community

Ecotourism is not as much a product or a market but it is instead principles that can be applied to any type of nature-based tourism activity or experience. Only adventure tourism operations or activities that apply the principles of ecotourism can be termed ecotourism. Thus it can be considered a sub-segment of nature-based travel.

According to Statistics Canada demand for adventure travel across Canada accounts for only 0.7% of total tourism demand. There are an estimated 1336 adventure tourism operators in Canada (1999). It is a relatively small but growing part of the tourism industry in Canada, with tremendous potential in most provinces and territories. Operators in this sector are typically small with annual gross sales under $300,000. Most would appear to be lifestyle operators. However there are numerous good examples of successful and profitable adventure operators. There is an even smaller, but growing number of operators in this sector that have adopted ecotourism principles.

Canada lags other jurisdictions like Australia, New Zealand and many tropical developing countries in the use of ecotourism as a conservation tool.

4.2.1 How is Adventure Travel Defined in the International Marketplace?

From The Adventure Travel Society, Salida, California:

- Adventure travel is leisure activity that takes place in an unusual, exotic or remote destination. It tends to be associated with high levels of activity by the participants. Adventure travelers expect to experience varying degrees of risk, excitement, and tranquility and to be personally tested. They are explorers of the outer world, especially the unspoiled exotic parts of the planet. They are also seeking the inner world of personal challenge, self-perception and self-mastery. Adventure travel can be divided into two distinct categories.
- Soft adventure requires less physical risk, little or no experience and offers more convenience

Adventure Tourism

- Takes place in unusual/exotic/remote location
- Involves unconventional transportation
- Can involve risk, excitement and/or personal testing
- Can be divided into soft (less physical risk, more convenience) and hard (more physical risk, more experience)

in terms of sleeping arrangements and cuisine. Examples include:

- ✓ Camping
- ✓ Biking
- ✓ Hiking
- ✓ Bird watching
- ✓ Sailing
- ✓ Horseback riding
- ✓ Snow skiing
- ✓ Water skiing
- ✓ Canoeing
- ✓ Wildlife viewing
- ✓ Photographic safaris

- Hard adventure requires experience and because it encompasses an element of risk, one must be physically and mentally fit. Examples include:
  - ✓ Backpacking across rugged terrain
  - ✓ White-water rafting and kayaking
  - ✓ Expedition canoeing
  - ✓ Scuba diving/snorkelling
  - ✓ Sky diving/parachuting
  - ✓ Hang gliding/windsurfing
  - ✓ Rock climbing/mountain climbing
  - ✓ Off-road biking
  - ✓ Cave exploring
  - ✓ Survival games/eco-challenge activities

From "Adventure Travel in Canada: An Overview of Product, Market and Business Potential", Tourism Canada, February 1995:

- Soft adventure is considered travel with mild physical activity to an interesting area with comfortable accommodations, and tends to emphasize visual excitement
- Hard adventure refers to activities that demand strenuous physical exertion, and that often require the participant to prepare and/or train for the experience.

From "Survey of Adventure Travel Operations in Canada, 1999"; prepared by Norman Fyfe, Small Business and Special Surveys Division, March 2001:

- Adventure activities can be classed into 8 categories:
  - ✓ Nature observation
  - ✓ Wildlife viewing including bird watching
  - ✓ Water adventures including catch and release fishing
  - ✓ Land adventures
  - ✓ Winter adventure
  - ✓ Air adventure including hot air balloons and hang gliding
  - ✓ Cultural interpretation
  - ✓ Other

4.2.2 *What is Extreme Adventure?*

From "The Human Race", Steven Threndyle and David Leach in Explore: Canada's Outdoor Adventure Magazine, June 2001:

- Also known as adventure racing, eco-challenge
- Teams of amateur/weekend athletes competing in hard outdoor activity "races" through rugged terrain involving more than one of hiking/cross country running, kayaking, rock climbing, mountain biking over an extended period of time (typically 24 hours up to 5 days)
- Recently a number of variations have emerged based on shorter time periods (as little as 5-8 hours) and less rugged terrain
- Subaru Adventure Racing Series established in 1999 offering:
    - ✓ a series of 5 "enduro" events for three person teams to hike, bike and paddle wilderness routes in Canada and U.S. for 5-8 hours
    - ✓ "outback" races encompassing 24-30 hour spans
- Raid the North series founded in Canada in 1998 with 5-day Extreme race and six 36 hour races; adding a half day component this year called adventure challenges

From "Team Trials: Adventure Races for the Rest of Us", NGA Guide:

- Adventure-sport competitions are skyrocketing – since 1998 the number of 24 hour mountain bike relays (in North America) has tripled, and pure adventure racing has grown faster
- Five events currently offered in the US:
    - ✓ Vermont City Marathon – 5 member team event (also solo class); May
    - ✓ 24 hours of Snowshoe – 24 hour, 4-5 team member, mountain biking event in West Virginia's Allegheny Mountains at Snowshoe Resort; June
    - ✓ The DEATH Race in Grande Cache, Alberta (winter race)
    - ✓ Au Sable River Canoe Marathon – 120 mile route, staring in the dark (9 pm), teams of two head down the Au Sable River from Grayling, Michigan to the river's mouth in Lake Huron; July
    - ✓ Hood to Coast Relay – 196 mile relay race for 12 member teams starting at Mount Hood's (Oregon) Timberline Lodge (6,000 ft.) and running down to the ocean; top teams finish in 17 hours; August
- Hi-Tec Adventure Racing Series – 3 person teams race by kayak, mountain bike and foot over an average of 25 grueling miles; series of 8 races held in Atlanta, Dallas, Detroit, Hartford Conn, Los Angles, New York, Pittsburgh, and Sacramento CA; May through October

4.2.3 What is Ecotourism?

In 1988 The World Tourism Organization defined sustainable tourism as:

> *"..envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems".*

The Mohonk Agreement, an agreed framework and principles for the certification of ecotourism and sustainable tourism developed at an international workshop of the leading global, regional, national

and sub-national certification programs in 2000 defined sustainable tourism as:

> *Sustainable tourism is tourism that seeks to minimize ecological and socio-cultural impact while providing economic benefits to local communities and host countries.*

Hector Ceballos-Lascurain the person who originally coined the term ecotourism had the following to say in an interview with Ron Mader about the definition of ecotourism and the appropriation of the word.

> **Mader**: *What led you to coining the term "ecotourism" and has your definition changed since then?*
>
> **Ceballos-Lascurain** ...*My preliminary definition was popularized by the book "Ecotourism: The Potential and Pitfalls" (of which I am co-author), edited by Elizabeth Boo and published by WWF-U.S. in 1990. I revised this preliminary definition in 1993 to "Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features - both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations". This definition appears in my book, "Tourism, Ecotourism, and Protected areas", published in 1996 by IUCN (The World Conservation Union). IUCN officially adopted this definition during its 1st World Conservation Congress held in Montreal in October 1996 (Resolution CGR 1.67 'Ecotourism and Protected Area Conservation').*
>
> **Mader:** *Many countries have different definitions for the term. What does the lack of a single, accepted term signify?*
>
> **Ceballos-Lascurain:** *Ecotourism has to adapt to different environmental, socioeconomic and cultural circumstances. Ecotourism in Australia is a very different occurrence from, let's say, ecotourism in Ecuador. It is for this reason, I think, that different people and institutions in diverse countries have arrived at different definitions (some of them, by the way, quite similar among themselves). However, I think that this multiplicity of definitions is causing much confusion in many instances, so I believe that it would be worthwhile to adopt a single definition that encompasses the whole phenomenon and implications of ecotourism. In that sense, I believe that my definition, which has been adopted by IUCN (probably the most respected and influential conservation organization at a worldwide level), should be applied internationally.*
>
> *Another serious problem is that, in many cases, the notion of ecotourism is confused with the broader concept of sustainable tourism or with certain types of adventure tourism that have nothing to do with ecotourism. This causes much difficulty in proper communication when discussing these different concepts.*[1]

[1](Mader and Ceballos-Lascurain. 2000.

From The International Ecotourism Society:

- Responsible travel to natural areas that conserves the environment and sustains the well being of local people, with the following characteristics:
  - ✓ Minimizing negative impacts on nature and culture that can damage a destination
  - ✓ Educating the traveller
  - ✓ Stressing the importance of responsible business
  - ✓ Directing revenues to the conservation and management of protected areas and biological diversity
  - ✓ Emphasizing the need for regional tourism zoning and visitor management plans
  - ✓ Emphasizing the use of environmental and social base line studies
  - ✓ Maximizing economic benefits locally
  - ✓ Supporting economic empowerment of local communities
  - ✓ Ensuring development does not exceed social and environmental carrying capacities
  - ✓ Relying on infrastructure that has been developed in harmony with the environment

From United Nations Environment Programme and the World Tourism Organization

- General characteristics are as follows:
  - ✓ All nature-based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature as well as the traditional cultures prevailing in natural areas
  - ✓ Contains educational and interpretation features
  - ✓ Generally, but not exclusively organized for small groups by small and specialized, locally operated businesses
  - ✓ Minimizes negative impacts upon the natural and socio-cultural environment
  - ✓ Supports protection of natural areas by generating economic benefits for host communities, providing alternative employment and income opportunities and increasing awareness towards the conservation of natural and cultural assets
  - ✓ Sustainable tourism is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems
  - ✓ Sustainability refers to all types of tourism while ecotourism refers to a segment within the tourism industry

From Adventure Travel Society

- Environmentally responsible travel for the purpose of experiencing natural areas and regional cultures while promoting conservation and making an economic contribution to the local community. Ecotourism stresses the total

environment of which the individual is but a part and conservation is the main focus. Ecotourism is nature based and participatory, but focuses on the interpretation of the environment and the culture visited. Ecotourism usually involves a small group, with a leader who is knowledgeable about the environment and culture.

4.2.4 *Characteristics of Canadian Adventure Travel Operators*

From Travel Manitoba ATE database:

- 80 operators ranging from Aboriginal experiences to wildlife viewing to canoeing.

From "Survey of Adventure Travel Operations in Canada, 1999", Small Business and Special Surveys Division, March 2001

- Adventure travel activities totaled an estimated $361.9 million in 1999 or 0.7% of tourism demand in Canada
- In 1999, 1336 Canadian tour operators offered primarily adventure travel activities – of these, 44 or 3.3% were located in Manitoba, and 3.9% of all excursions offered by tour operators in Canada were offered in Manitoba
- Overall, operators were concentrated in the West (46%), Central Canada (29%), the East (18%) and the North (7%)
- The average operator had been in business for 11 years; provincially Manitoba has the highest proportion of firms in business for over nine years (57%) and Saskatchewan had the highest proportion of young businesses
- 80% of businesses were seasonal, with 94% operating in the summer, 75% in the spring and 82% in the fall
- Most excursions lasted more than one day (62.4%), with 60% having been sold as preset packages, with an average length of 2.8 days and an average price of $177.70
- Average gross revenue per operator was $270,947, with almost half earning less than $50,000
- Average gross profit was $29,933 per operator with a margin of 11.05%
- On average operators who were diversified had better capacity utilization and were more profitable with better average gross margin

4.3 *The Global Market*

The adventure travel market internationally is large and growing. In the US for example in 1998 there were an estimated 98 million US adults that took an adventure vacation within the previous five-year period. Of these the majority (69%) took a soft adventure trip while only 6% took a hard adventure trip and 25% took a vacation with both hard and soft. The typical adventure traveller is predominantly male and middle aged, although current trends point to more females participating. However demographic profile varies with the type of activity. For example the segment of the market that are enthusiasts and that participate in hard activities are typically younger, active adventure travellers are middle aged and activities like bird watching and wildlife viewing and expedition cruising skew to an older clientele. There is significant interest from the European markets for Canadian adventure experiences covering a range

of activities such as wildlife viewing, canoeing, kayaking, hiking and backpacking.

Some of the most common adventure activities in North America over the past five years have included camping, hiking, biking, bird and wildlife viewing and white water rafting. In 1996 there were approximately 10,000 tour companies offering adventure trips. However only about 4% of Canadian and US travellers purchased an adventure package during 1998 &99. Trends would suggest that activities like hiking/backpacking, kayaking/canoeing, wildlife viewing (whale watching), rafting, expedition cruising and mountain biking will be strong growth markets in the near term. Competition for these markets is increasing as most countries in the world are pursuing some or all of these types of markets. Countries like Costa Rica, the US, Australia and Africa appear to be leading the way.

The following are some of the key success factors in pursuing these markets:

- Unique and spectacular natural setting
- Operators who have diversified into multiple activities
- Destinations with a strong track record in resource sustainability
- Smaller scale and character accommodation
- Availability of parks and protected areas, particularly national parks

Those segments of the adventure or nature-based markets interested in purchasing an experience that adheres to ecotourism principles is still relatively small in North America but larger in certain European countries such as Germany. This segment of the adventure market may not be as large and fast growing as has been thought.

4.3.1 Who typically goes on adventure travel trips?

From "Adventure Travel Report, 1997", Travel Industry Association of America, January 1998

- In the US, adventure travel most popular with 18-34 group (64% of all adventure travelers), 35-54 group (56%), men (53%) and people who live in the West (57%)
- Compared to the total US adult population, hard adventure travelers are more likely to be young, single and with higher household income; typical hard adventure traveler is 35, with some college education and employed full-time, married (50%), have children at home (50%), two or more working adults at home (50%+), earn annual household incomes of $50,000 or more (50%+)
- For soft adventure travelers, 70% have attended some college, 66% are married, are typically aged 18-44, employed full-time, in households with two wage earners and with children at home

From "Ecotourism – Nature/Adventure/Culture: Alberta and BC Market Demand Assessment". HLA Consultants and the ARA Consulting Group, December 1994

- The research identified there were a total of 13.2 million nature-based/adventure travelers in the seven major urban areas alone (77% of respondents). These travelers were segmented into two categories as follows:
- *Experienced adventure travelers*

The Market Opportunities

- Adventure travel is a large and growing segment of the market
- Trends suggest that activities such as hiking/back[packing, wildlife viewing (including bird watching and whale watching), rafting, expedition cruising and mountain biking will be strong growth markets in the near term
- Ecotourism is a relatively small market, a sub segment of the larger nature-based tourism markets including adventure tourism

- ✓ most between ages of 25 – 54
- ✓ primarily couples
- ✓ very high education levels
- ✓ 45% willing to spend more than $1,500 per trip
- ✓ 50% belong to nature-related clubs
- ✓ 72% read nature-related magazines

- *General consumer interested in adventure*
  - ✓ most between ages of 25 – 54
  - ✓ primarily couples
  - ✓ well educated
  - ✓ 38% willing to spend over $1,500 per trip
  - ✓ 11% belong to nature-related clubs
  - ✓ 61% read nature-related magazines

From "Survey of Adventure Travel Operations in Canada, 1999". Small Business and Special Surveys Division, March 2001

- Typical adventure traveler in 1993 whether foreign or domestic was predominantly male (53.4%), between 20-44 years of age, traveling mainly as a couple
- however, demographic profile varies enormously with the activity – more strenuous and risky offerings (ice/rock climbing, mountaineering and river kayaking) have above average appeal to younger adventure travelers (in their 20's); sea kayaking, sailing and bicycling are more popular with people aged 35-44; the 45 and older adventure travelers are attracted to soft activities such as nature observation and cultural interpretation
- business and incentive travel groups made up a small share of the market with only 8.4%
- Approximately 5% of operators served exclusively international visitors; the typical foreign adventure traveler was predominantly male (60%) and between the ages of 35-44 (32.6%), and traveled as a couple (32%) or with friends (31%)
- The provinces attracting the most foreign travelers were Alberta (42%), Ontario (25%), Quebec (15%) and BC (12%)
- This sector is dependant on the domestic market which accounted for 56.5% of travelers; the US represents the most sizable chunk of the foreign market with over 50%, and is the single biggest market in the sector accounting for approximately the same number of travelers than the Atlantic provinces, Saskatchewan, Quebec and Manitoba combined
- Expected growth markets over the next five years are the US (46%), Europe (29%), Ontario (27%) and the western provinces combined with the northern territories

From "Adventure Tourism" in the Encyclopedia of Emerging Industries, Gale Publishing, 1998

- According to Travel Weekly, the 1990's adventure traveler is a mature traveler 35-50 years; women constitute a significant contingent accounting for about 60% of all adventure travel participants

4.3.2 What is the size of the market?

From "Adventure Travel Report, 1997", Travel Industry Association of America, January 1998

- 98 million US adults took an adventure vacation within the past five years – 92 million took a soft adventure vacation, 31 million took a hard adventure vacation, 25 million did both

From: The Outdoor Coalition of America's annual Participation Study, 2000

- the fastest growing activities between 1999 and 2000 were camping (38% increase in participants), kayaking (25% increase), snowshoeing (26% increase) rafting (10% increase and car camping (10% increase)
- the largest declines were in rock climbing (11%), backpacking (18%), hiking (9%) and bicycling on paved roads (8%)
- the fastest growth in enthusiasts were in mountain bicycling (56%), rafting (88%), kayaking (67%), snowshoeing (33%) and canoeing (30%)

From "Survey of Adventure Travel Operations in Canada, 1999". Small Business and Special Surveys Division, March 2001

- in 1999, nature observation in Canada offered by adventure tour operators accounted for over 379,939 travelers
- in 1999, whale watching in Canada accounted for over 384,940 travelers
- in 1999, bird watching in Canada accounted for over 243,707 travelers
- in 1999, polar bear watching accounted for 10,108 travelers
- in 1999, canoeing in Canada accounted for 382,305 travelers
- in 1999, sea kayaking operations in Canada accounted for over 261,273 travelers, while river kayaking accounted for over 32,567 travelers, and rafting operators accounted for 181,256 travelers
- in 1999, hiking operations in Canada accounted for over 184,467 travelers
- in 1999, bicycling operations in Canada (touring and off-road or mountain biking) accounted for over 80,536 travelers
- in 1999, trail riding operations accounted for 209,840 travelers

From TAMS survey 2000

- The most common outdoor activities sought by Canadian and US travelers during travel in the past 2 years: wildlife viewing (36%), wildflowers/flora viewing (28%), hiking or backpacking in wilderness settings (22%), bird watching (14%), kayaking or canoeing (13%), whale watching (12%), white water rafting (7%), mountain biking (6%), rock climbing (4%)
- Common outdoor activities more likely to be sought during travel in the next 2 years relative to last 2 years (in other words, potential growth areas): hiking or backpacking in wilderness settings (+5%), kayaking or canoeing (+6%), whale watching (+7%), white water rafting (+8%), mountain biking (+3%)
- 4% of Canadian and US travelers purchased an adventure package during the past two years
- 38% of US travelers and 34% of Canadian travelers sought "to experience adventure and

excitement" during pleasure travel over the past two years

- 47% of US and Canadian travelers combined will seek "to experience adventure and excitement" during pleasure travel in the next two years

From "Adventure Tourism" in the Encyclopedia of Emerging Industries, Gale Publishing, 1998

- The industry attracts approximately $200 billion each year in the US alone, with worldwide sales in the trillions
- Approximately 10,000 tour companies (US) offered adventure travel packages in 1996
- About 80 million US residents embarked on an adventure travel getaway in 1996 which cost an average of US$350 per day and lasted 5 days
- The Travel Industry Association of America estimated that about 50% of the adult travel population – around 147 million people – has taken at least one adventure trip in the US
- US Adventure travelers tend to be big spenders, paying on average between US$2,000 and US$3,000 per person (excluding airfare)

From "Highlights from Buyer Research at Rendezvous Canada 2001 Relevant to Manitoba"

- About half of UK buyers were seeking adventure tours, with interest in rafting, whale watching and other wildlife viewing
- About 2/3 of German buyers seek adventure experiences
- Close to 80% of all buyers want to learn more about Canada's National Parks; whales are of particular interest with 80% of buyers from France, Italy and Switzerland
- Continental Europe is interested in experiencing the outdoors as hikers, backpackers, anglers, hunters, canoeists, kayakers and wildlife viewers; they go to parks, conservation areas and want both summer and winter experiences

From: Take Only Photographs, Leave Only Footprints: the environmental impact of wildlife tourism. Environmental Planning Group , London, October 1997

- Bird watching is the largest single category of non-consumptive wildlife tourism world-wide, largely because bird communities always remain in the highly modified habitats found throughout developed countries and are generally accessible
- In North America bird watching is one of the fastest growing wildlife based activities involving as many as 40 million people annually
- Overall whale watching is the fastest growing form of tourism in the world, attracting more than 6 million visitors every year

4.3.3 *What is the experience this market is looking for?*

From "Adventure Travel Report, 1997", Travel Industry Association of America, January 1998

- For US adventure travelers, top 3 soft adventure activities in the last five years were camping (64.7 million adults), hiking on gradually changing terrain (44.8 million) and biking (27.2 million); other major soft

adventure activities include bird or animal watching, sailing, horseback riding, snow skiing, water skiing, canoeing, visit a cattle or a dude ranch, wilderness tours in off-road vehicles, safari to take photos

- For US adventure travelers, top 3 hard adventure activities in the last five years were whitewater rafting/kayaking (14.8 million), snorkelling/scuba diving (12.4 million) and off-road biking or mountain biking (10.8 million); other major hard adventure activities include backpacking across rugged terrain, hot air ballooning, rock climbing or mountain climbing, hang gliding/parasailing/windsurfing, parachuting or sky diving, skateboarding or snowboarding, roller hockey/bungee jumping/other extreme sport, spelunking or cave exploring, survival games like paint ball

From "Survey of Adventure Travel Operations in Canada, 1999". Small Business and Special Surveys Division, March 2001

- Some 33 hard and soft adventure activities identified for 1336 Canadian operators in 1999; most popular activities in Manitoba, as measured by the number of operators offering the activity, were: polar bear watching, whale watching, canoeing, and trail riding.
- Nature observation characteristics – involves watching, interpreting, and photographing flora, topography, geology, etc.; normally entails use of professional interpretive services (guides); a key secondary activity for operators offering canoeing, trail riding, hiking and bicycling; average price per day of $130.60
- Whale watching characteristics – takes place on boats, sailing ships, kayaks and even coastal ferries; interpretive guides are normally used; most operators also offered sea kayaking and nature observation; average price per day of $229.40
- Bird watching characteristics – involves seeking, observing and sometimes tape recording birds in their natural environments – done for scientific study and/or purely for relaxation and a day outdoors; relatively small number of operators specialized in bird watching yet it is a secondary product for many; average price per day of $100.52
- Canoeing characteristics – can be divided into two categories – recreational paddling and whitewater canoeing; recreational paddling can mean paddling around a lake or canoeing miles up or downriver into the wilderness; whitewater canoeing require more technical skill; canoeing often linked to other adventure activities such as nature viewing, backpacking and wildlife viewing; many (49%) firms used professionally certified travel guides; average price per day of $153.67
- Sea kayaking characteristics – takes paddlers to shallow coves and rock coastlines they could not otherwise reach; requires strength, skill and stamina and is therefore especially popular with younger and fit travelers; many firms (64%) used professionally certified travel guides; often linked to other activities such as bird watching, whale watching, and/or nature observation; average price per day of $160.24
- River rafting characteristics – involves riding inflated rubber rafts down whitewater sections of river and provides participants with high levels of excitement; often offered as a

secondary activity by operators involved in hiking, trial riding and canoeing; average price per day of $457.87

- Scuba diving characteristics – an underwater activity usually involving discovery and exploration of marine environments or historic installations; average price per day of $121.57
- Catch and release fishing characteristics – participants practice the sport of fishing and release their catch back to the water; average price per day of $625.12
- Hiking characteristics – involves traveling on foot into remote areas, usually following marked trails; also includes backpacking although this differs from hiking in the level of exertion required (lower for hiking), the equipment carried, and where the activity takes place (almost exclusively in wilderness areas – tends to involve a great deal of camping); many firms (64%) use professionally certified guides; often linked to other activities such as nature observation, wildlife viewing

From "Adventure Tourism" in the Encyclopaedia of Emerging Industries, Gale Publishing, 1998

- According to Travel Weekly, men value accomplishment in adventure travel, whereas women value the experience itself and will be less inclined to undertake an activity unless it is experientially rewarding

From: Ecotourism in Manitoba. Prepared for and funded by Manitoba Rural Development by the Rural Development Institute, 1995

- 24 nature-based tourism operators were interviewed throughout Manitoba
- photography and wildlife viewing were the most common activities followed by touring, boating, camping, canoeing, snowmobiling, fishing, hunting, hiking, cross country skiing, horseback riding, cultural activities, study/research, northern lights
- a significant number of the operators accommodate both consumptive and non-consumptive tourism
- the most commonly watched wildlife species were deer and waterfowl followed by moose, black bear, fox, beaver, wolves, birds of prey, shorebirds and eagles

4.3.4 *What are the characteristics of the ecotourism market?*

From: The US Ecotourism Market, Special Report Number 12. The World Tourism Organization, January 2001

- The research used the WTO and UNEP definitions for ecotourism
- About 4% of the US international travelers participated in environmental and ecological excursions and the percentage participating in these ecotourism activities actually declined slightly between 1996 and 1999 (it does not appear to be the large and rapidly growing share of the overall tourism market as many would assert)
- The most popular destinations for ecotourists in 1999 was Mexico (25% of the market) followed by Australia (5.4%), then Jamaica and Costa Rica, and then the UK, Peru and New Zealand.

- US ecotourists were 9 times more likely to visit Kenya than the general US tourist, followed by Belize, New Zealand, Costa Rica and South Africa
- American ecotourists appeared to spend somewhat less than the general US tourist
- US ecotourists spent an estimated 18% of his or her time on the trip engaged in ecotourism activities
- Travel agents are the most important source of information; 36% (up from 5.5% in 1996) used their personal computers to get information
- One third of ecotourists use tour operators
- The majority of ecotourists appear to be casual in terms of their interest in ecotourism

From: The German Ecotourist Market, Special Report Number 10. World Tourism Organization, December 2001

- The German tourism industry adopts the following definitions for ecotourism and nature tourism:
  - ✓ **Naturtourismus** – market segment that engages in nature-related activities in attractive natural settings, preferably in protected areas. The spectrum ranges from science tourism, to wildlife viewing, to nature photography, to consumptive activities as well as sports and adventure tourism
  - ✓ **Okotourismus** – forms of Naturtourismus that attempt to responsibly minimize negative environmental impact and socio-cultural changes, help to finance protected areas, and create sources of income for the local population
- For a half of Germans experiencing nature is an important factor for a satisfactory holiday trip
- Around one third of German holidaymakers (soft potential) are amenable to ecotourism travel and activities in the narrower sense – the market probably lies in the region of 14.5 million travelers for ecotourism
- German ecotourists are typically middle age, have a middle to high formal education level, a middle to high net income level, and have small children (up to 14 years)
- They are typically looking for wildlife watching and nature experience opportunities as well as learning about the culture and traditions of locals
- Nature and ecotourism tour operators target groups typically like being active, are nature lovers, have team spirit, are in average normal condition can adapt to local customs and have a spirit of adventure
- The four most crucial expectations for ecotourists are:
  - ✓ Small accommodation businesses run by locals
  - ✓ Want to go on hikes by themselves with good information
  - ✓ Expect local cuisine with local ingredients
  - ✓ Expect pronounced hospitality
- Costa Rica is by far the most popular long-haul destination for German ecotourists

- There are around 122 tour operators in Germany solely or partly involved in ecotourism (6-8% of the total tour operator market)
- The average expenditure of ecotourists is higher than for general tourists
- Pure ecotourism trips where the pure nature experience dominates the trip do not sell as well as mixed programs in which sport activities or cultural locations are offered as well as the nature experience

4.3.5 *What are the characteristics of the expedition cruise market?*

From: Cruise Industry Overview. The Cruise Line International Association (CLIA), 1999

- The cruise industry is one of the fastest growing markets in the tourism industry and continues to grow in popularity annually. CLIA estimates that between 1995 and 1999 passenger growth increased at 5.9% annually, while new ship berths increased at an annual rate of 7.7%. Much of the new capacity in 2000 is going to Canada, New England, Africa and the US Coastal East. Alaska in 1999 had 9% of market share while the Caribbean had 36%, the Mediterranean had 13%, Europe 8%, and the Bahamas had 7%.
- In 1999 the cruise customer was predominantly; between 40-59 years of age, mixed between males and females, married (one in four were single), less likely than the average vacationer to have children under 18 and holding a median income of $58,800.
- Within the recent cruising population there is a category that CLIA identifies as 'Explorers' who would most likely be attuned to cruising in an area such as Hudson Bay, or possibly on the lakes. The 'explorer' is defined as, "well-educated, well-traveled individuals with an intellectual interest and curiosity about different destinations. This segment represents 11% of total cruising days and 13% of first-timer cruisers. The CLIA research suggests that marketing messages focusing on new destinations with opportunities to learn and explore should work in stimulating this market.
- In 2000 the International Association of Arctic Tour Operators (IAATO) identified there were close to 13,000 visitors to the Antarctica. IAATO are projecting that by the year 2005/2006 there will be 20,000 visiting the Antarctica. Another group the Antarctica Project a Washington DC based advocacy group affiliated with the Antarctica and Southern Ocean Coalition are lobbying to limit the visitation to 5,000 per year until the true impacts of tourists are fully understood. In either situation there will undoubtedly be increasing demand for cruising products like the Hudson Bay coast (from Churchill) and further up to Nunavut.
- Cruising is an important avenue for travelers to sample destinations to which they may return for land-based vacations. This conclusion is supported by actual experience in Alaska where the cruise industry helped to place the state on the international tourism map.

From: Personal discussion with expedition cruise operator, 2001

- The expedition cruise market is typically older (average age 59), well educated and well traveled – they know what they want , and do not expect much in the way of luxury – "looking for stimulating, unique trips that provide even measures of adventure and exotica, learning and discovery, camaraderie with fellow passengers and guides and reasonable creature comforts" – early retirees, educators, widows and widowers, dedicated travelers and professionals of all stripes
- Expedition ships range from 40 passengers to 150 berths
- Marine Expeditions held about 50% of the Arctic cruise market, 15% of the Antarctic, prior to going into bankruptcy earlier this year
- Other operators include Special Expeditions, Abercrombie and Kent, Quark Expeditions and Peregrine Adventures, Adventure Canada
- Resellers include Sobek, Aventysresor in Scandinavia, Cheeseman's Ecology Safaris, Marathon Tours of Boston, REI Adventures, Students on Ice, Travel Learn
- Northern Cruise industry is a niche with barriers to entry – only limited number of passenger certified ice class ships

4.3.6 What are the competitive destinations and their strengths and weaknesses?

From "Adventure Travel in Canada: An Overview of Product, Market and Business Potential", Tourism Canada, February 1995

- Every country in the world today is targeting the adventure travel market, with the U.S., Costa Rica and Africa leading the effort
- The adventure travel sector in the US is organized in a similar fashion to Canada's with similar activities in at various levels of price and quality; outdoor wilderness is the primary focus in the US, however many operations are selling soft adventure in order to reach a wider audience; since the mid-80's, the number of operators has exploded; most adventure travel activities are located in national forests, on Bureau of Land Management lands, and in the National Parks; majority of opportunities are found in the states of Colorado, Utah, New Mexico, Oregon and southern Idaho
- With the establishment of an outstanding system of parks and reserves, the natural resources of Costa Rica are receiving worldwide attention and nature tourism promotion is increasing
- Soft adventure travel is the centrepiece of the African tourism industry – wildlife viewing is paramount; Kenya and Tanzania are primary destinations
- New Zealand for trekking
- Australia's "outdoors"

4.3.7 What are the keys to success in this market?

From "Adventure Travel in Canada: An Overview of Product, Market and Business Potential", Tourism Canada, February 1995

- For adventure tour operators, diversification into more than one activity area is correlated

Manitoba's Competition

- Every country in the world is targeting the adventure travel markets with the US, Costa Rica and Africa leading
- Most Canadian Provinces have adventure travel strategies or initiatives

with better capacity utilization, higher profitability, longer average packages, higher average prices, and more foreign visitors.

- 53% of adventure travel operators owned accommodation facilities, while 39% rented/leased accommodations for travelers
- On average, tour guides and equipment were the services most often included in packages; longer duration packages typically included accommodation and meals
- Most operators offered a combination of customized and preset packages; with the exception of Americans, foreign visitors (particularly from France and Germany) opted for customized packages

From "Ecotourism – Nature/Adventure/Culture: Alberta and BC Market Demand Assessment". HLA Consultants and the ARA Consulting Group, December 1994

- the natural setting is the critical factor in an adventure experience
- growing concern for products that respect the environment – a destination's environmental record can influence market interest
- these markets are seeking multiple activities
- activities to participate in a the second most important factor – for the general consumer hiking was the top activity, while for the experienced adventurer boating (rafting, power boating, cruise, sailing, canoeing and kayaking) was the most important followed by hiking
- accommodation is much less important than the experience – typically smaller scale and less conventional accommodation is sought
- parks and protected areas rate very highly in importance – the availability of parks and protected areas was identified as a reason for taking an adventure vacation – of fifteen factors that were rated parks and protected areas rated fourth behind casual walking, wildlife viewing and learning about other cultures
- the experienced adventurer is typically looking for more specialized and active experiences
- the quality of the experience can be enhanced by guides and interpretation
- word of mouth is the most important source of information for choosing destinations
- clubs, organizations and specialty magazines are important marketing channels

From "Newfoundland and Labrador Product Market Match Study", the Economic Planning Group of Canada, March 1996

- Number one is quality of experience for customers – unique, one-of-a-kind adventures of quality, good equipment, clean and well maintained facilities, trouble-free arrangement, friendly and skilled guides and services
- Quality of the environment and the resource – clean natural environment, dramatic landscapes and vistas, a robust resource base in terms of wildlife and flora and fauna are all important factors; also, sustainability of the activity based on the capacity of the resource
- Product knowledge and skills of the operator and the guides are key – this includes technical skills in the outdoor activity, including safety and emergency aspects, knowledge of the

natural environment and its interpretation, as well as interpersonal skills and standards of hospitality; safety and emergency systems are particularly important in the hard adventure sector

- Availability of a comprehensive experience for customers is important
- The adventure tourism operator has a major opportunity to expand his/her market and revenue potential by adding other services (such as foodservice, accommodation, other activities, etc.) beyond the core experience and basic equipment – through programming, packaging and partnerships

4.4 The Manitoba Context

The ATE sector in Manitoba is under developed, however there is very significant potential to further develop this sector throughout the province. Historically northern Manitoba has received the greatest attention and has provided the province with some degree of market awareness. Unique culture and unusual physiography can provide the difference for Manitoba product to stand out from the competition. Developing this sector has become a priority for both the government and the tourism industry. There are lots of opportunities but also lots of challenges in further developing this sector.

Current marketing of this sector is limited and very traditional in its approach, perhaps not the most effective way.

4.4.1 *What are the strengths and opportunities in Manitoba?*

From "Adventure Travel & Ecotourism in Canada, Strategic Framework for Development". Canadian Tourism Commission, January 1997

- Internationally significant polar bear viewing and beluga whale watching
- High quality wilderness canoeing opportunities in Northern Manitoba
- Excellent bird and wildlife viewing in southern Manitoba
- Strong industry development in Churchill
- Good guide training and certification
- Potential for remote nature lodge development
- Potential for unique wilderness safari products
- Potential for new culturally themed products
- Potential for adventure cruise packages on lakes and rivers and Hudson Bay coast
- Potential for winter tourism product
- Potential new products could include an eastern Manitoba botanical tour, Manitoba wildlife safari, bird migration safaris, Hudson Bay Lowlands ATV/hiking expedition, backcountry escarpment mountain trekking, coastal sea kayaking, voyageur canoeing expeditions, Hudson Bay air safari (by float plane tying in Nunavut) and Northern Manitoba winter soft adventure (snowshoeing, dog sledding northern lights viewing etc)

From: Ecotourism in Manitoba. The Rural Development Institute, 1995

Key Strengths for Manitoba

- Remote wilderness rivers and large lakes
- Unique wildlife and birds
- Leader in protected area designation
- Aboriginal culture can differentiate Manitoba's product
- Reasonably good access to remote areas
- Strong potential for winter tourism product
- Existing core of professional operators
- Rich heritage for themeing of tourism experiences

- Wilderness/edge of wild/remoteness/natural landscape
- Lakes/clean lakes/private lake
- Wildlife/abundant wildlife populations
- Aboriginal artifacts/native culture
- Local homecomings/events and festivals

From: An analysis of the 2000 Rendezvous Canada Buyers Guide

- 49% of all operators present were interested in promoting all provinces in Canada ; an additional 8% were specifically interested in promoting Manitoba as an adventure destination; 36% are looking at adding Manitoba
- The activities that these operators are interested in are as follows:
  - ✓ Canoeing (60%)
  - ✓ Kayaking (57%)
  - ✓ Rafting (65%)
  - ✓ Hiking/backpacking (59%)
  - ✓ Horseback riding (56%)
  - ✓ Winter experiences including northern lights, snowshoeing, dog teams etc (73%)
  - ✓ Snowmobiling (64%)
  - ✓ Bird watching (39%)
  - ✓ Whale watching (83%)
  - ✓ Other wildlife viewing (59%)

A Market Opportunity for Manitoba

8% of tour operators/wholesalers at Rendezvous Canada 2000 were specifically interested in Manitoba adventure product, particularly:

- Kayaking
- Winter experiences including snowmobiling
- Whale watching
- Rafting
- Canoeing

4.4.2 What are the weaknesses and threats?

From "Adventure Travel & Ecotourism in Canada, Strategic Framework for Development". Canadian Tourism Commission, January 1997

- High costs of access and services in remote areas
- Lack of diversity of product in some areas
- Need for additional infrastructure in some areas
- Inconsistent quality of guiding and interpretation
- Lack of awareness in market for bird watching and wildlife viewing
- Lack of packaging
- Development of similar nature oriented products in US Midwest
- Environmental degradation by mining and forestry companies

From: Ecotourism in Manitoba. The Rural Development Institute, 1995

- Weather
- Remoteness
- Native rights/land claims/hunting practices
- Anti-hunting groups/resistance by cottagers to improvements/anti-development special interest groups
- People destroying natural conditions

4.4.3 *Feedback from the Industry*

From "Adventure Travel and Ecotourism in Canada: Strategic Framework for Development; Technical Appendix". Canadian Tourism Commission, January 1997 – Notes from the Winnipeg Focus Group Workshop

- Manitoba is an ideal bird-watching location, particularly the Inter-lake region
- There may be potential for a National Park in the Hecla Park area
- Manitoba has significant water adventure opportunities such as in the Atikaki Wilderness Park area
- Significant potential for Aboriginal product from storytelling in traditional tipis to wilderness survival training
- Churchill is felt by some to be overdeveloped and others feel there is a need for more accommodation to accommodate peak periods, while other still believe client expectations are not necessarily being met
- Significant potential for adventure tourism in Riding Mountain, Grass River Provincial Park and other areas around Flin Flon and the Pas
- There is a general lack of sensitivity to natural resources by the extraction industries
- Concern about how tourism licenses are administered through the Natural Resources Department
- Need to consider innovative types of accommodation
- Financing is a difficult problem for this sector
- Importance of developing products for all four seasons is paramount
- Need some type of buyer-seller forum to facilitate packaging
- A good "how to" manual on adventure/ecotourism marketing is important
- Need to develop industry standards and possibly a rating system for adventure operators – certification programs and standards should be mandatory

From "Tourism Forum 2001. Building on our strengths. Planning for Tomorrow." Prepared by Western Management Consultants for Manitoba Culture, Heritage and Tourism, March 2001

- The top strategic priority that came out of the Forum was to improve and expand Manitoba's nature-based tourism product and opportunities
- Within the nature-based product priority the top ranked opportunities were ecotourism, outdoor tourism and adventure tourism; winter tourism and Aboriginal tourism were also identified as priorities
- Pursue ecotourism development opportunities wherever possible (develop operating definition, best practices etc)
- Adventure tourism, soft adventure, outdoor recreation, extreme adventure tourism should be developed and expanded where appropriate
- Winter nature-based and outdoor products should be fostered
- Four-season tourism based on a foundation of nature-based and outdoor adventure activities should be fostered

Key Challenges for Manitoba

- Inconsistent quality of product
- Insufficient packaging
- Lack of suitable infrastructure in some areas
- Underdeveloped sector
- High travel costs
- Absence of standards for this sector

- Aboriginal owned tourism enterprises focused on nature-based and outdoor adventure activities should be fostered whether or not they include Aboriginal heritage interpretation
- Festivals and events that foster and support the Nature-based and outdoor adventure product groupings should be developed on a four season basis
- The traditional outdoor sector in Manitoba, consisting of a strong and profitable hunting and fishing experience in Manitoba lodges and camps remains a strong contributor to the tourism sector

From: Ecotourism in Manitoba. The Rural Development Institute, 1995

- Inadequate government support/lack of promotion
- Cutbacks/lack of funding
- Lack of information on ecotourism, instruction and other assistance
- Hindrances to development/operator liability
- Insurance costs are too high
- Bureaucratic red tape with regard to licensing and leasing
- Need for a longer leasing policy on crown lands
- Lack of internal government cooperation/coordination
- Lack of government consultation with operators
- Favouritism by government
- Interference by government
- Competition with non-resident operators (benefits not staying in Manitoba)
- Poor quality of work by government employees
- Lack of standards

4.4.4 *Current marketing in Manitoba for the Adventure Travel market*

From: "2001/02 Marketing Opportunities Guide." Travel Manitoba

- Goal – to increase tourism expenditures at a rate that improves Manitoba's current share of domestic and foreign travel markets
- Principles – Activities will be research-based and market-driven; Partnerships will be encouraged; Programs will be innovative and utilize leading edge technology; Marketing performance will be measured
- Positioning – respond to market demand in adventure travel and ecotourism segment as well as a number of others using strong images to promote diversity and uniqueness as well as accessibility and proximity
- Theme – This is Manitoba
- Directions – focus on non-resident export growth; Re-allocate resources to upper mid-west US; Maintain marketing efforts in Saskatchewan and Ontario; Maintain approach in long haul and overseas markets; Allocate new resources to adventure travel and ecotourism markets

- Primary markets – North Dakota, Minnesota, Saskatchewan and NW Ontario – baby boomers and seniors
- Secondary markets – Alberta, BC, Quebec, Maritimes, Illinois, California, Wisconsin, South Dakota, Texas, Michigan, Ohio, Iowa for adventure and ecotourism (hard and soft adventure)
- Overseas – UK, Germany, and Japan for fishing, hunting, wildlife viewing (i.e. polar bears) and canoeing – working through the travel trade

From Travel Manitoba Media Plan, Long Haul Print Selection, Program: Adventure Travel, 2001

- Target markets include Saskatchewan, Ontario, North Dakota, Minnesota, Illinois, California, New York, Texas, Iowa, South Dakota and Wisconsin
- The media strategy is to use broad based adventure/ecotourism publications to reach the target in a compatible environment and within the budget
- US magazines include Audubon, Canoe & Kayak, Outside, National Geographic Adventure and Sierra
- Canadian magazines include Explore, Kanawa, Nature Canada/Season, Outpost and Ski Canada Outdoor Guide

5 *Product Development Issues & Potential*

5.1 Product Development Potential

There are many different ways to subdivide the province on a regional basis. For example, it can be done based on vegetation zones, wildlife habitat, or based on ecological zones. In developing this sector the recommended approach is to use ecological zones as the basis for planning and marketing, overlaid by destination areas (existing and potential) would make the most sense. A destination area would include a critical mass of core and support attractions and all the necessary support services and infrastructure. It should also be recognized that ecological zones cross political borders including provincial boundaries, and there is some merit in considering adventure tourism and ecotourism zones that cross provincial borders (i.e. working together with areas in Saskatchewan and Ontario and even perhaps US states).

Manitoba has some degree of competitive advantage in the fact that it is one of the most advanced provinces with respect to protected areas.

The following material is included to illustrate some of the product development opportunity in the province. This is not intended as a comprehensive assessment of product development potential. In summary there is significant potential to further river-based tourism product, both remote and accessible, wildlife related tourism and tourism activities in and around protected areas. The report *Adventure Travel and Ecotourism in Canada: Strategic Framework for Development; CTC, 1997,* identified the following nationally and internationally significant product development opportunities:

- ✓ Unusual wildlife viewing
- ✓ Lakes expedition cruising
- ✓ General nature tours/safaris (botanical tours, back-country escarpment/mountain trekking)
- ✓ Birding expeditions
- ✓ Northern lights viewing (winter soft adventure)
- ✓ Air safaris
- ✓ Sea kayaking expeditions/tours
- ✓ ATV/hiking tours

From: Wilderness Rivers of Manitoba, Journey by canoe through the land where the spirit lives. Hap Wilson and Stephanie Aykroyd

- There are three key regions with wilderness rivers as follows:
  - ✓ **Le Petit Nord** – including the rivers of Atikaki – the Berens (175 km, experienced novice and intermediate), Bloodvein (340 km, experienced novice and intermediate), Pigeon (160 km, intermediate), Sasaginnigak/Leyond (200 km, experienced novice), Manitogagan (100 km long, experienced novice and intermediate), Gammon (174 km, experienced novice and intermediate) rivers.

Product Development

- Ecological zones overlain by destination areas may be the most effective zoning for planning and marketing this sector
- Destination areas can be defined as those areas that have distinctive core attractions, quality and critical mass, accessibility, an appropriate accommodations base and coordinated packaging and marketing
- Indicators and measures for sustainability are critical to successful adventure and ecotourism destination development

Arctic Tundra
2a
Northern Transition Forest
1a
Hudson Bay Lowlands
3
Precambrian Boreal Forest
4b
Manitoba Lowlands
5a
Manitoba Lowlands
5b
6
Aspen/Oak Parklands
Tall Grass Prairie
Protected Areas
NATURAL REGION REPRESENTATION
APRIL - 2001
Legend
Adequate
Moderate
Partial / Not Captured
The representation map of Manitoba's enduring features gives an indication of where the job of estebishing protected areas is complete and where more work needs to be done
The degree to which Manitoba's enduring features are adequately, moderately and partial/not captured is shown
It would be helpful to have read the technical material on enduring features analysis to fully understand this map
For more information about Manitoba's Protected Areas Initiative visit our website at www.manitobaparks.com
Map is for illustrative purposes only
Contact Parks and Natural Areas for more detailed information
Manitoba Conservation
Parks and Natural Areas
Compiled by W.Creed - February 27, 2001

The provincial map opposite, illustrates the ecological zones as well as the adequacy of current protected areas in each zone.

- ✓ **The Middle Track** – including the Hayes (610 km in three sections, intermediate) and Grass (370 km, novice to experienced novice) rivers.
- ✓ **Land of the Little Sticks** – including the Seal (315 km, advanced), Cochrane (210 km, intermediate), Thlewiaza (170 km, experienced intermediate), Caribou (265 km, experienced intermediate to advanced)

- The Bloodvein, Seal and Hayes are designated as Canadian Heritage Rivers.

From: Manitoba Wildlife Viewing Tourism Study. Matrix Management, March 1991.

- There are some 165 wildlife viewing sites in Manitoba
- High priority sites can be defined as those with presence of unique or special wildlife, presence of high visual impact species, and/or presence of species that gather in large numbers and that can be easily viewed
- Ten choice wildlife viewing areas are as follows:
  - ✓ Churchill area – beluga whales, polar bears, water birds, songbirds, arctic fox and caribou
  - ✓ Nelson River area – bears, water birds, belugas, raptors, arctic fox, caribou
  - ✓ Duck Mountain area – elk, moose furbearers
  - ✓ Riding Mountain area – elk, songbirds, raptors, moose, bison, furbearers
  - ✓ Oak Lake/Broomhill area – rare birds, amphibians, eagles
  - ✓ Pembina Valley area – raptors, water birds, songbirds, deer, black bear
  - ✓ Spruce Woods area – prairie skink, unusual habitat, avifauna, deer, reptiles, songbirds, raptors, black bear
  - ✓ Hecla Park area – moose, wolf, colonial nesters
  - ✓ Oak Hammock area – primarily water birds and songbirds
  - ✓ Whiteshell area – large mammals, raptors, songbirds, deer, moose, wolf, furbearers
- While Manitoba does not have as many different kinds of wildlife as BC, or the dramatic setting of the Yukon or Alberta it offers the following special areas:
  - ✓ **An accessible expanse of coastal tundra** over 650 km long that supports great numbers and variety of wildlife, and that is accessible by rail and air. The Churchill area is a world class viewing area for polar bear, beluga whales, woodland caribou and great flocks of geese, ducks and shorebirds
  - ✓ **A subarctic wilderness** in the Nueltin Lake and Nejanilini Lake region with opportunity to view vast herds of barren ground caribou moving to and from wintering areas, followed by wolves
  - ✓ **Large tracts of northern Boreal forest** that can easily be reached by road. Some of the best examples of northern forest

habitat, in terms of scenic appeal and abundance of wildlife, exist in Manitoba's mountain parks (Riding Mountain, Duck Mountain) and in the Precambrian shield country along the Ontario border.

- ✓ **Central Manitoba's vast inland lakes** and associated marshlands with water birds in impressive numbers and variety.

- The main issues governing the development of wildlife viewing tourism programs are:
  - ✓ Impact management regarding wildlife resources and land resources
  - ✓ Land/resource use conflicts
  - ✓ Land administration
  - ✓ Program development
  - ✓ Education and interpretation

From: Canadian Council on Ecological Areas

- There are five ecozones that are present in Manitoba as follows:
  - ✓ **Prairie Ecozone** – part of the Interior Plains of Canada, which are the northern extension of the Great Plains of North America. Relief is typically subdued, consisting of low-lying valleys and plains sloping eastward. This ecozone spans an area of 520,000 square kilometres, extending into southern Alberta and Saskatchewan. Agriculture is the major agent of change in this ecozone. The Prairie ecozone is home to high numbers of threatened and endangered wildlife species and its native ecosystems are among the most endangered natural habitats in Canada.
  - ✓ **Boreal Plains Ecozone** – this ecozone is part of the flat Interior Plains of Canada and is the northern extension of the Great Plains of North America. This ecozone covers 650,000 sq km extending into the middle of Saskatchewan and covering almost 2/3rds of Alberta. Relief is subdued consisting of low-lying valleys and plains. Timber covers 80% of this region and forestry is the primary industry. To explore, product and deliver the potential oil and gas products believed to be buried here a vast road, railway and pipeline network has been developed providing access to previously remote areas.
  - ✓ **Boreal Shield Ecozone** – this is the largest of Canada's 15 ecozones. Stretching 3,800 km from Newfoundland to Alberta this ecozone covers 1.8 million sq km. This is the land of bedrock, bush, large inland lakes and great river headwaters.
  - ✓ **Hudson Plains Ecozone** – Canada has approximately 25% of the world's wetlands. The Hudson Plain embraces the bulk of this figure. Most of this ecozone lies in Ontario, but it extends into Manitoba and Quebec. The region is characterized by poorly drained, flat area dominated by wetlands. This region occupies 369,000 sq km of land and 11,800 sq km of water.
  - ✓ **Taiga Shield Ecozone** – taiga refers to the northern edge of the boreal coniferous

forest. This area is the Athapaskan "land of little sticks", and it stretches from Alaska to Labrador (subarctic).

From Manitoba's Protected Areas Initiative, 2001

- Manitoba's Protected Areas Initiative is a government program dedicated to building a network of protected areas that contain the biological diversity found throughout the province (www.gov.mb.ca/natres/pai/)
- In 1990 Manitoba became the first jurisdiction in Canada to commit to the World Wildlife Fund Canada's Endangered Spaces Campaign
- At present Manitoba has the following protected areas:
  - ✓ 25 Provincial Parks/Park Reserves
  - ✓ 16 Ecological Reserves
  - ✓ 32 + Wildlife Management Areas
  - ✓ 2 National Parks
  - ✓ 2 Provincial Forests
- In 2001 six new park reserves were identified (3 near Lake Winnipegosis and 3 near Lake Winnipeg), a new provincial park was identified (Pembina Valley) in 2000 and 3 new park reserves (1 near Lake Winnipegosis and 2 near Lake Winnipeg) and 21 wildlife management areas were also designated in 2000

5.2 ATE Sector Characteristics

A detailed survey was sent to the 80 operators listed in Travel Manitoba's list of ATE operators. The operators were given the opportunity to complete the survey on-line or to complete a hard copy and fax, mail or e-mail as an attachment back to the consultants. Follow-up phone calls were made numerous times to all of the operators to ensure they were filling out and returning the questionnaire.

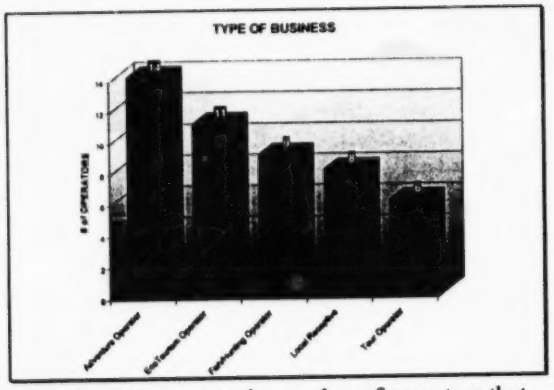
A total of 48 questionnaires were returned and analyzed. Of the original total of 80 operators it was determined that 9 were no longer in business leaving a total sample size of 71. The 48 returns represent a response rate of 68%. The most typical respondent could be characterized as follows:

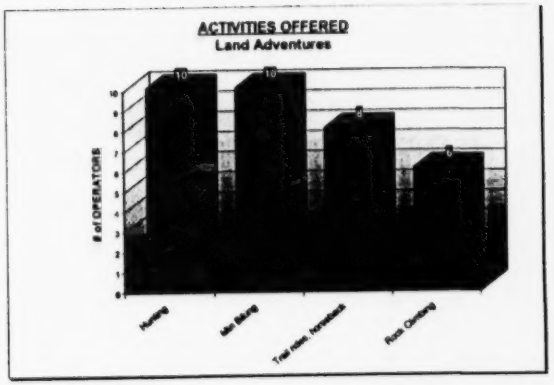
- Adventure (29%) or ecotourism (23%) operator
- Family owned
- Year round operation (50%)
- Capacity for 60 people
- Staffed by seasonal employees
- Less than $100,000 in annual gross revenues
- Attracting Manitobans and US residents
- 29% repeat clientele
- Road access
- If they have accommodation it is likely to be a resort/lodge or hotel/motel
- Staff have at least first aid training
- 752 clients last year
- Have a 1 year marketing plan
- Can confirm rates 12 months out
- Part of regional marketing programs

The types of business operations identified from the survey are illustrated on the following chart.

Characteristics of the Adventure Sector

- There appears to be misunderstanding of the term ecotourism
- Most of these operators are small lifestyle businesses with significant use of volunteers
- Fishing and hunting are common activities offered by these operators suggesting standards are needed for adventure and/or ecotourism operators
- This sector is very unsophisticated in terms of staff training and marketing
- The provincial database of adventure operators does not appear to be comprehensive



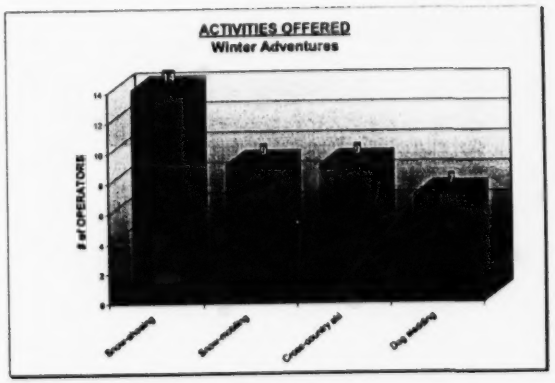


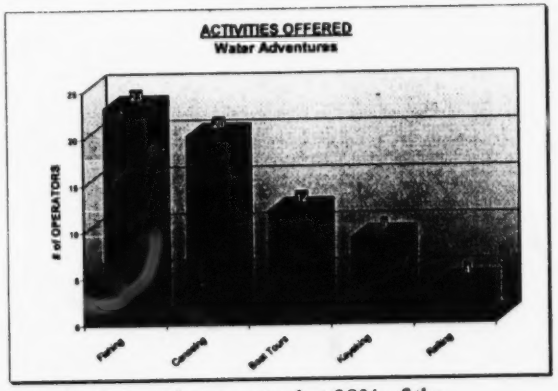
It is interesting to note the number of operators that define themselves as ecotourism operators. It is unlikely that all 11 of these operators truly do adopt ecotourism principles in their operations.

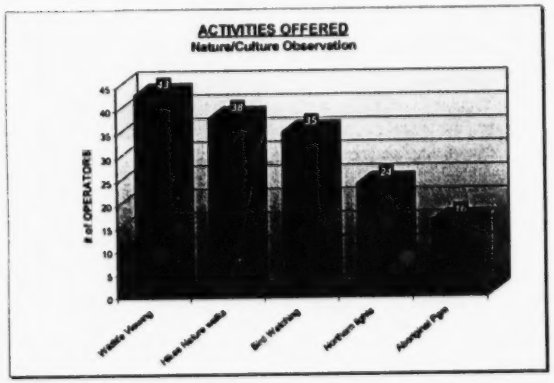
The national survey of adventure operators by Statistics Canada in (1999) identified 44 operators in Manitoba broken down as follows:

- 5 nature observation
- 8 wildlife viewing
- 17 water adventure
- 9 land adventure
- 1 winter adventure
- 5 cultural interpretation
- 1 other

There are a total of 71 adventure operators on the provincial database. It is believed there are significantly more adventure operators in the province if one were to include protected areas businesses, and certain other categories such as Aboriginal adventure and white water rafting operators to name a few. The numbers of operators offering similar activities in Manitoba can be seen on the following charts.

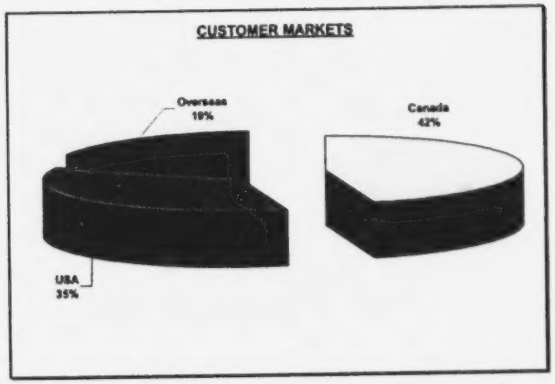


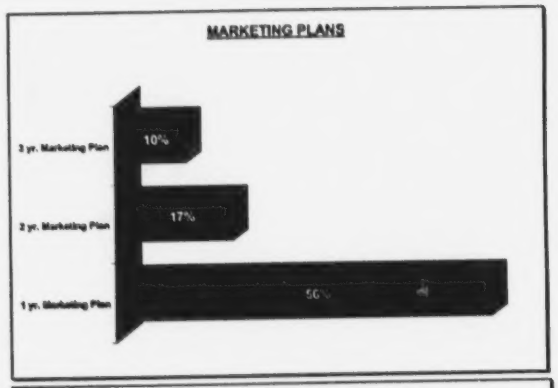


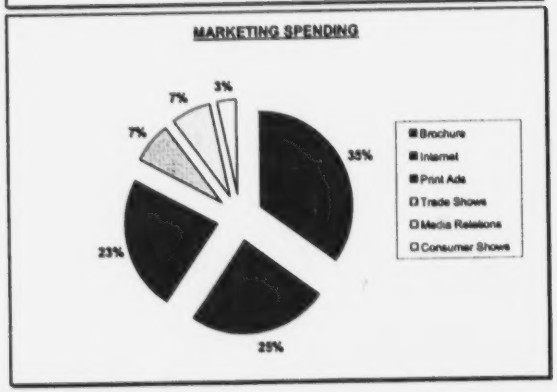


It is also interesting to note that 38% of the operators in Manitoba offer nature/wildlife activities versus 16.8% in the national survey offering nature observation. A total of 18% of Manitoba operators offer land adventure while 28.5% offered land adventures in the national survey. A further 17% of Manitoba operators offer water adventure while 34.5% of national operators of national operators offer water adventures.

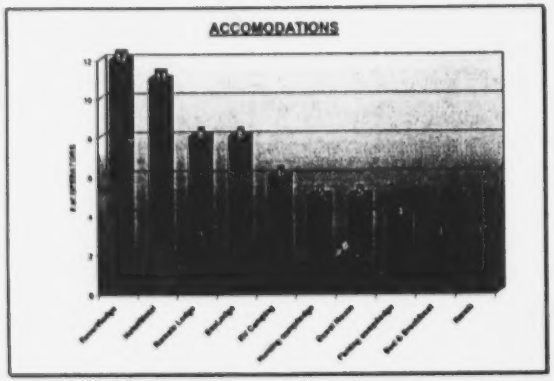
The following three charts (top of right hand column) illustrate the marketing activities of the Manitoba operators that were surveyed. The Canadian and U.S. markets represent 77% of their markets with overseas markets representing only 19%. In comparison to the 1999 national survey Manitoba operators catered to foreign markets (including US) to a much higher percentage (54% versus 43.5%). Only 56% of Manitoba operators surveyed have at least one year marketing plans, with the major marketing expenditures including brochures (35%), internet (29%), print ads (23%) and trade shows (7%).

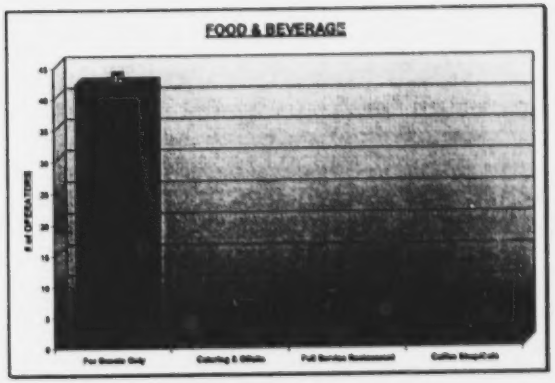

CUSTOMER MARKETS
Overseas
19%
Canada
42%
USA
35%


MARKETING PLANS
3 yr. Marketing Plan
10%
2 yr. Marketing Plan
17%
1 yr. Marketing Plan

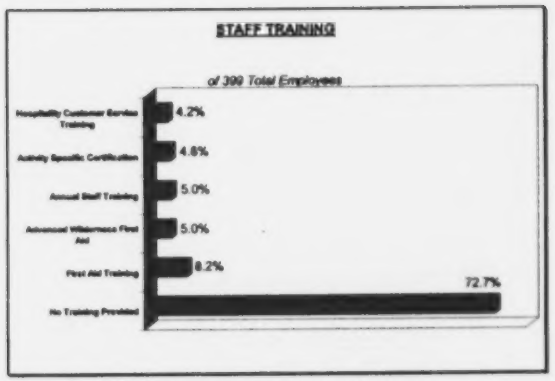

MARKETING SPENDING
3%
7%
7%
35%
23%
25%
Brochure
Internet
Print Ads
Trade Shows
Media Relations
Consumer Shows

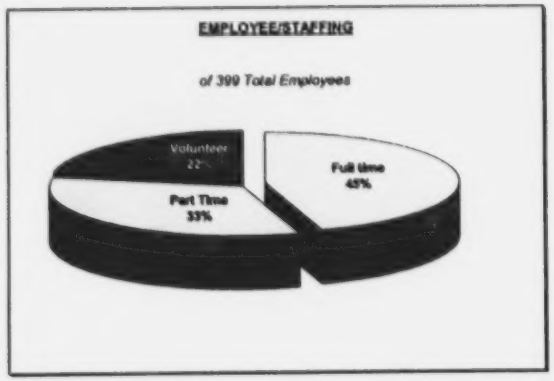
The following two charts illustrate the number of Manitoba operators that offer accommodation and food/beverage services. A total of 62% of Manitoba operators offer some type of accommodation while the national survey found a total of 72% of operators nationally own or rent accommodation for their clients. A total of 92% of Manitoba operators offer their clients food &beverage services, with 95%of those offering food only offer food to their guests.





A total of 72.7% of the operators in the province that were surveyed do not have any training for their staff. Of those that do offer training the most common training is either first aid or advanced wilderness first aid.





It is also interesting to note that volunteers represent an important staffing component for Manitoba operators, representing 22% of employment.

5.3 Mystery Shopping

In order to help in validating the market and trade readiness of adventure and ecotourism operators a mystery shopping exercise was conducted with a random sample of operators throughout Manitoba. Different potential visitor scenarios were used for each operator and half the sample was contacted by phone and half by e-mail.

The following is a sample of the questions asked and the nature of the mystery shopping approach.

Good afternoon,

I am in the process of exploring a number of vacation ideas and found your site on the internet. Very impressive. I am looking for a one week kayaking/hiking adventure for myself and my wife and my two teenage kids-1 of each. Depending on schedules we may be joined by some French speaking friends from Quebec. Our plan right now is aimed at a late July arrival. We will require a fully guided package (including meals). Our kayaking experience is limited to fairly tame cottage activity. It is our intention to fly into Winnipeg early and spend a couple of days exploring.

As we are looking at a number of options, we have a few questions to ask.

Is what we are looking for within the scope of your business? Have you any other suggestions?

What might this kind of holiday cost? Are there extra charges? Is there a discount if our friends join our party?

Do you have openings in late July? If not, do you have openings at another, adjacent time?

Have you brochures (English and/or French) describing your trips and experiences? If so would you please send them to me (hardcopy or electronically)?

Is there anything that is particularly unique about your operation that we should know about?

Can you take care of arranging other parts of our trip to Manitoba (accommodation in Winnipeg, car rentals etc.) How do we get to your facility?

What training/certifications do your guides have?

Are you insured? For what?

Does anyone in your company speak French?

What are your payment requirements and cancellation policy?

Do you have any references from past clients?

In order to help us begin making arrangements, as soon as possible, would you be good enough to reply at your earliest convenience, preferably by Mon. or Tues. next week, (Mar. 4 or 5).

Many thanks for your attention to this. I look forward to hearing from you.

Sincerely,

The main conclusion from the mystery shopping exercise is that there is a wide range in market readiness. Some of the operators are very advanced with respect to their market readiness. They have the following characteristics:

- Can be easily reached
- Respond quickly to requests (within 2 days)

Market Readiness of Manitoba Adventure Operators

- 20% of operators surveyed were found to be market-ready while another 10% were close but fell short on service
- The remaining 70% were not market-ready for a range of deficiencies including being unreachable by phone or e-mail, unable to accommodate the business, lack of proper equipment or guide training, or not in the business any longer

- Have a web site
- Understand their uniqueness and competitive advantages
- Can package other elements of a trip through partners
- Offer group discounts
- Provide all the necessary equipment
- Offer literature and services in other languages
- Can provide all-inclusive package
- Have properly certified and trained guides
- Willing to provide client references
- Have proper insurance coverage
- Have reasonable deposit and cancellation policies

Other operators are not market ready as exhibited by the following shortcomings:

- Not reachable – no voice mail
- Too slow in responding to an e-mail or voice mail – more than three days
- Very inexperienced
- Lack proper insurance
- Staff and/or guides are not trained
- Unable to package in other trip elements – i.e. local transportation or accommodation in Winnipeg
- Insufficient capacity for a small group (10 people)
- Other main business precludes the operator from being able to accommodate request
- Lack any other language capability, or access to service for translation
- Lack proper equipment for the activities they promote
- Unacceptable service level – for example referring a potential customer to a web site and not providing any further information via phone or e-mail or fax
- Do not run services which they are promoting
- Business not ready or operating this year

A total of 6 operators never responded to the e-mail or phone calls (2 tried by phone and 4 by e-mail) from the mystery shoppers. Four out of 14 that did respond were deemed to be market ready and the remainder were not for a range of reasons:

- 2 referred the mystery shopper to their web site and did not follow up with any more information
- 2 were not able to accommodate the request because they were not yet fully operational or the adventure business was secondary to another business
- 1 was not doing the activity that was requested even though it is listed in the provincial database
- 2 took too long to return the call (more than 3 days)
- 1 lacked proper equipment and trained guides
- 2 were felt to be too inexperienced

The operators that were identified as market ready were very professional.

5.4 Financing & Training Overview

Access to financing for new and growing businesses and the availability and access to training programs specifically targeted at the ATE sector were identified as key challenges in the industry consultation program. While the existing programs such as the Sustainable Initiatives Development Fund, the Strategic Project Planning and Assistance and Tourism Product Development programs are good, current needs such as access to capital, business training and mentoring, human resource development and industry standards. There is need to consider ways to expand the availability of financing assistance as well as mentoring for this sector. There is also need to evaluate the training needs of the sector with operator involvement and match the needs against the current provision of training programs. Then new, expanded and more targeted programs can be developed that are accessible to operators throughout the province.

There also needs to be more consistency in definitions and categories to enable consistency across government programs in catering to this sector.

5.4.1 *What Type of Financing is Available to the ATE Sector?*

In addition to the general funding sources through government for tourism business available in Manitoba such as Western Economic Diversification Canada, Human Resources Development, Aboriginal Business Canada and the Business Development Bank of Canada there are three programs that are applicable to the ATE sector. Manitoba Conservation administers the Sustainable Development Innovations Fund (SDIF). This fund provides funding assistance for the development, implementation and promotion of environmental innovation and sustainable development projects. The objectives of the SDIF program are as follows:

1. to support and promote environmental and sustainable innovation
2. to encourage educated decisions and actions regarding sound environmental and sustainable development practices
3. to promote research and demonstration of new initiatives not addressed by existing programs
4. to stimulate economic development and diversification to improve the quality of life, and to strengthen community identity, in support of the various geographical regions and ethnic groups in Manitoba, including Aboriginals
5. to demonstrate sustainable environmental approaches to prevent waste and pollution, and to conserve resources
6. to support local practices of global importance and benefit to all Manitobans through a healthy environment and a diversified economy, for today and future generations

Any proposal that could clearly demonstrate progress towards achieving one or more of the objectives could secure funding. However the program has stated areas of focus. Eco-tourism is one of the stated areas of focus.

Recommendations

1. Consider ways to expand the availability of financing assistance as well as mentoring for this sector.
2. Evaluate the training needs of the sector with operator involvement and match the needs against the current provision of training programs.

Initiatives that address ecosystem preservation, public education and economic opportunities through tourism with a priority on rural and northern communities.

Eligible applicants for this program include municipalities, local governments, and First Nation communities, private and non-profit organizations, youth groups and community associations and educational institutions. A project-funding cap of $50,000 has been set, however projects that require larger grants may be considered. Applicants are encouraged to obtain other cash or in-kind contributions.

The second program is the Tourism Product Development Program administered by Tourism Development at Culture, Heritage and Tourism. There are three main components to this program; the first providing assistance for planning, the second for capital and the third for marketing. (Note: The Tourism Product Development Program was suspended following the new budget in April 2002). The planning assistance program covers up to 50% f the eligible project costs up to a maximum of $15,000 to hire an independent consultant to compile a feasibility assessment or business plan. The study can include financial analysis, market analysis, engineering analysis, or a combination thereof relative to the development of a new and/or expanded tourism business or facility to be located in the Province. The capital projects program provides grants for up to 30% of eligible project costs to a maximum of $30,000 per project. This program is targeted at individual tourism operators, communities or strategic alliances of at least 3 partners in the outdoor adventure, ecotourism, rural, Aboriginal and cultural/heritage tourism sectors.

The marketing support program is aimed at outdoor adventure and ecotourism product, rural tourism, Aboriginal tourism and culture/heritage tourism operators. The program provides up to $10,000 (30% of eligible costs) for cooperative marketing initiatives.

5.4.2 *What Training and Certification Programs Exist?*

The Manitoba Tourism Education Council (MTEC), the main training body for the tourism industry in Manitoba is a partnership of business, government and education with a mission to raise the level of professionalism in the tourism and hospitality industry through human resource development. MTEC is affiliated with the Canadian Tourism Human Resource Council (CTHRC). The CTHRC works together with businesses, labour unions, provincial, territorial and national associations, education providers and government to address the tourism industry's human resource needs. CTHRC provides national occupational standards for the following positions related to the ATE sector:

- Aboriginal tourism business planning guide – how to develop, run and market a tourism business
- Heritage Interpreter – for those interpreting cultural, natural and historical heritage
- Tourism Small Business Operator – planning, decision-making and management of day-to-day and long term operations
- Outdoor adventure Guide – describing core skills and attitudes

- Campground Operator – How to operate a campground
- Small Business Owner/Operator
- Tour Operator – planning, developing, promoting, administering and implementing tourism products
- Local Tour Guide

MTEC offers a range of traditional hospitality position training and certification programs such as food & beverage, accommodation, transportation and general hospitality service through Manitoba Best Service Excellence program. In addition to these positions MTEC also provides certification programs for adventure tourism in the areas of heritage interpreter, local tour guide and management tour director as well as for hunting and fishing guides.

Several other training organizations service the ATE sector in Manitoba.

Anokiiwin Training Institute – offers tourism training programs in both Ontario and Manitoba. They run an ecotourism program on a modular basis run over a 24 week period. Graduates from this program receive certificates in:

- Wilderness first aid and CPR
- WHMIS
- Safe Food Handling
- Boater Safety Course and Pleasure Craft Operators License
- Manitoba Guide License
- Manitoba Snowmobile Operators
- Ecotourism Professional

Keewatin Community College – offers an eco-adventure tourism program under two primary fields of learning. The first is an eco-adventure tourism certificate intended for persons seeking careers on the front lines in positions such as guides, and interpreters. The second is a tourism business certificate for those seeking careers in the business areas of tourism such as tourism planners and marketers.

Canadian Ecotourism Services – this company is a subsidiary of Absolute Customer Services Group. This company's purpose is to provide a unique and personable approach to training and development in the adventure and ecotourism sector. They offer on-site training programs in the following areas:

- Customer service skills training
- Interpretive programming training
- Business start-up training
- They also offer development assistance in the following areas:
  - ✓ Complete operational assessment
  - ✓ Interpretive programming development
  - ✓ Collective marketing
  - ✓ Grassroots tourism development solutions

Other useful resources for the ATE sector are listed below.

Canadian Tourism Commission -- The CTC have produced a guide entitled "Roadmap to Financing: A Guide from small and medium sized tourism businesses. They have also produced a "Risk Management and Insurance Guide" targeted at the ecotourism, adventure and alpine skiing industries.

Aboriginal Tourism Team Canada -- ATTC have produced an "Aboriginal Tourism Business Development Guide".

Open Learning Agency, Burnaby BC -- This educational organization in BC has produced the following useful resources:

- Adventure Tourism Series: Level one – Starting in Adventure Tourism
- Adventure Tourism Series: Level two – Guiding and Operating Skills
- Adventure Tourism Series: Level three – Managing Your Operation

Nova Scotia Economic Development and Tourism -- In 1997 this department produced a "Guide to Starting an Adventure Tourism Business".

5.5 Sector Development Needs

Numerous past reports have identified the key needs for developing the ATE sector in Manitoba, including the 2000 Tourism Forum with extensive industry participation, the report on Ecotourism in Manitoba and the Canadian Adventure Travel & Ecotourism Strategy. Common threads appear to be:

- New product development including off-season diversification
- Enhancing the quality of product
- Ecotourism development through common definitions and standards
- Development of Aboriginal product
- Enhancing existing or develop new events
- More sustainable models and practices
- Operator business support and mentoring
- More packaging

From: Tourism Forum 2001. Building on our strengths. Planning for tomorrow.

- Improving and expanding the nature-based tourism product and opportunities is the #1 priority
- Nature based tourism includes ecotourism, outdoor tourism and adventure tourism
- Government should function as a leader, facilitator, quality monitor, infrastructure provider
- The private sector should focus on product innovation and quality, packaging, staff motivation, and income generation
- Manitoba should pursue ecotourism development opportunities (need clear definition, inventory best practices, categorize and rate existing product, conduct ongoing market research, identify areas of potential, develop supporting policy, improve accessibility, market the Manitoba advantage)
- Outdoor adventure products (soft adventure, hard adventure, outdoor recreation, extreme adventure) should be developed and expanded (identify key assets for adventure tourism, research market potential, ensure access is competitive, provide incentives for unique or new outdoor adventure product, complete Trans-Canada Trail, provide needed training, identify best practices, support coordinated and effective marketing)

- Winter nature-based and outdoor products should be fostered (research markets, understand existing situation, prepare strategies, ensure infrastructure supports development, develop events/festivals and support aggressive marketing)
- Four-season tourism based on a foundation of nature-based and outdoor adventure activities should be fostered (identify areas of highest potential, identify competitive strengths and weaknesses, develop a strategy for area development, market four-season areas as new, consider urban areas as opportunity for four season development)
- Aboriginal owned tourism enterprises focused on nature-based and outdoor adventure tourism should be fostered (provide training support, review investment requirements, research market potential, create quality/grading criteria, provide marketing support)
- Festivals and events that foster and support nature-based and outdoor adventure product should be developed on four season basis (develop new events, establish bureau/secretariat to research opportunity, brand Manitoba cultural diversity as distinguishing feature)
- Efforts should be focused on community development, long term commitment for community capacity development, capital and funding assistance, strong tourism association, a provincial strategy and aggressive marketing

From: Draft Adventure Travel and Ecotourism Policy Framework for Manitoba, April 2001

- With an abundance of natural and cultural resources, Manitoba is faced with an enormous opportunity to capitalize on the growing international demand for ATE product
- Outside the Department of Natural Resource's Licensing Advisory Committee guidelines there are currently no specific policies or strategies in place to guide the development of this opportunity
- Inappropriate development in this sector has often taken place for the sake of capitalizing on a popular trend
- Guidelines for sustainable development have been agreed upon including: efficient use of resources; public participation; access to information; integrated decision making and planning; waste minimization and substitution; and research and innovation
- Principles of sustainable development have been agreed to including: integration of environmental and economic decisions; stewardship; shared responsibility and understanding; prevention; conservation and enhancement; rehabilitation and reclamation; and global responsibility
- Manitoba's ATE policy goal is "to contribute to Manitoba's economic and environmental well being promoting the development of an ATE industry that is domestically viable, internationally competitive, and sensitive to the surrounding ecological, cultural and economic environments
- The 8 objectives of the ATE policy are:

Sector Development Needs

- New product
- Enhance quality of product
- Ecotourism development
- Aboriginal product
- Enhance/develop events
- More sustainable models
- Operator business support
- Packaging

- ✓ To ensure the development in this sector is carried out in a manner consistent with the concept of sustainability
- ✓ To facilitate the development of viable ATE operations that are able to meet the needs and expectations of domestic and international markets
- ✓ To develop a strategic and integrated approach towards ATE development, balancing ATE activities with other resource uses
- ✓ To facilitate the development and maintenance of tourism infrastructure that meets the needs of the market and is respectful of local ecological, cultural and economic conditions
- ✓ To establish an atmosphere that supports the development of leadership and cooperation within the industry
- ✓ To promote marketing initiatives that assist in establishing Manitoba as a diversified and high quality ATE region
- ✓ To enhance the opportunity for Aboriginal involvement in the development of ATE products
- ✓ To improve the overall level of awareness and understanding regarding ATE development within the province

From: Ecotourism in Manitoba. The Rural Development Institute, 1995

- An industry association should be established at an appropriate time to assume the lead role in ecotourism development in the province
- Members should have to attain accreditation in order to join
- The government role should be supportive in the areas of promotion, facilitation and regulation
- Government should identify and enforce a set of industry standards
- Government should sponsor a series of user-pay seminars to educate on ecotourism principles and practices
- Churchill should develop a regional ecotourism master plan
- Government in consultation with industry should identify ways to provide operators with greater security in their use of crown lands
- Government should investigate the feasibility of no-fault public liability insurance

From: Adventure Travel and Ecotourism in Canada: Strategic Framework for Development, Final Report. The Canadian Tourism Commission, January 1997

- There is good development potential in Manitoba for sea kayaking, expedition cruising, aerial wildlife/nature viewing safaris, hut-to-hut or lodge-to-lodge cross country skiing, snowshoeing excursions and winter camping
- There is need and opportunity for more market-driven product development and off-season product diversification (i.e. spring bird migrations, fall wildlife migrations etc)
- Need to upgrade product packaging, activities, guiding/interpretation, accommodations and meals

- Communities and First Nations should serve as information brokers helping to coordinate local/regional operators with their product development initiatives
- Local community venture capital funds for adventure and ecotourism businesses should be set up
- Provincial departments and agencies responsible for managing natural resources, as well as others with regulatory control over tourism enterprises should consider coordinating to facilitate operators in securing appropriate permits and approvals to set up their businesses
- A provincial adventure/ecotourism product development manual should be developed
- Operators need to agree on environmentally sensitive and sustainable field operational practices for their various types of adventure/ecotourism activities
- Communities should work with provincial and federal authorities to manage and protect natural and cultural resources under their control and to help facilitate local adventure/ecotourism development
- Need to continue to establish protected areas for both natural and cultural heritage resources
- The industry need to improve its risk management as a group, in order to access more advantageous and lower cost insurance arrangements by adhering to rigorous training, safety and operational standards
- There is a need for business mentoring programs for adventure/ecotourism companies
- Industry should undertake training needs/priorities identification
- There is a need for standards/certification development
- The ATE sector needs to be organized on a provincial level, with a national coordinating body

From: Take Only Photographs, Leave Only Footprints: the environmental impacts of wildlife tourism. Environmental Planning Group. 1997

- Wildlife tourists expect a reasonable guarantee of seeing a particular key species or species group before they visit a location
- Proposals for wildlife tourism need to be considered on a case-by-case basis in order to determine the environmental impacts that are likely to arise. In order to develop effective policies and plans for wildlife tourism, further research in a number of areas is required:
  - ✓ The relationship between short and long term impacts
  - ✓ Impacts on wildlife populations and communities rather than on species and individuals
  - ✓ The significance of different impacts
  - ✓ Impact indicators
  - ✓ Prerequisites for successful local participation in wildlife tourism initiatives

Source: Eco-Adventure Tourism: An Industry Profile and Resource Guide, CTC, 2001

- Development of operator business skills in:
  - ✓ Strategic business planning

- ✓ Market research and product development
- ✓ Effective product marketing

- Development of more comprehensive packages offering eco-adventure activities mixed with cultural and learning experiences
- Better use of professional development resources available to this industry (for both management and guides)
- Improvements in the quality of current products that are not export ready
- Diversification into off-season (41% of the Canadian sector's capacity is unused)
- Development of new packages tailored to the ageing population and their expectations
- More focused and coordinated efforts with outdoor adventure guide training
- Updating of statistical information related to the economic impact of this sector

5.6 Learning from Case Studies

Case studies are a useful means to benefit from the learning from other jurisdictions that may be further ahead, both the successes and failures. A range of potential case studies was circulated to the Steering Committee for their review and short listing. The following case studies were chosen for more detailed analysis:

1. The Yukon Territory initiatives with respect to wilderness tourism and winter tourism
2. Successful Aboriginal tourism development projects
3. New Zealand and the current adventure quality standards program
4. Quebec community-based river management (Parc de la Gaspe)
5. Saskatchewan and their ecotourism initiatives

The following section presents a summary of the findings from the case studies along with the implications for Manitoba. A short summary of the state of adventure travel and ecotourism in all Canadian Provinces is provided at the beginning of this chapter. Overall it is apparent that there are significant differences in the way provinces and territories are approaching ecotourism but all are actively developing the adventure travel sector. There is a need to develop and agree on definitions across Canada and begin to use ecotourism as the conservation tool that it can be.

5.6.1 Current State of Adventure Tourism & Ecotourism across Canada

According to the Canadian Tourism Commission there are approximately 2,600 businesses (mostly small and mid sized) in Canada offering adventure travel experiences. The following activities are offered in various parts of Canada:

- All terrain vehicles
- Bird watching
- Bungee jumping
- Charter boat excursions
- Camping expeditions
- Canoeing
- Cross country skiing
- Fly fishing
- Mountain biking
- Hiking/back packing
- Rock/ice climbing
- Sailing
- Skiing
- Snowshoeing
- Storm watching
- Wildlife viewing
- White water

- Dog sledding excursions
- Scuba diving
- Heli hiking
- Heli skiing
- Horseback riding
- Sea kayaking
- kayaking
- rafting

Many of these activities are now being combined with a significant learning component and/or opportunities of being exposed to authentic cultures.

The following is a summary of the state of adventure travel and ecotourism in the other provinces.

5.6.1.1 Newfoundland & Labrador

Prepared a provincial adventure tourism strategy in 1994 that defined the following product opportunities:

- completed a product/market match project in 1996 that prioritized the following markets:
  - ✓ cultural tourism
  - ✓ nature tourism (wildlife viewing and bird watching)
  - ✓ hiking
  - ✓ scuba diving
  - ✓ canoeing and sea kayaking
  - ✓ fishing
  - ✓ specialty winter product (focused on creating unique and creative winter experiences combining many activities)
- The product/market match assessment is being updated currently
- The Adventure Tourism Association (www.HNL.nf.net) launched in 2001 is responsible professionalism, conservation, ethics, standards, certification and business development
- A Cabinet Committee on the Use of Outdoor Resources has been created to help define rights and responsibilities regarding use of outdoor resources and to review and refine current legislation on resource management and enforcement
- Labrador (an industry at a very early stage of development) on its own has just completed a Tourism Destination Development Plan encompassing the following:

Consumptive Adventure	Non-Consumptive Adventure
• hunting • fresh water fishing • deep sea fishing	• active adventure such as kayaking, sailing, windsurfing, snowmobiling etc • nature and wildlife viewing • ecotourism

  - ✓ Short term focus on fishing (particularly fly fishing), expedition cruising, winter adventure (focus on snowmobiling), nature and adventure (sea kayaking, hiking, wildlife viewing), and niche motorcoach and RV markets

- ✓ Longer-term focus (once product is in place) on culture and heritage, Aboriginal, learning vacation, hunting (community-based), and broader range of nature and adventure markets.
- ✓ Being marketed as "The Last Frontier"

5.6.1.2 PEI

- PEI Adventure Tour Operator Association

5.6.1.3 Nova Scotia

- Have an Adventure Tourism Association (www.adventurenovascotia.com) that is a collection of 69 Nova Scotia adventure operators; TIANS is the secretariat
- TIANS has also created the Nova Scotia Ecotourism Development Foundation (www.tians.org/nsefd.html), an organization that has created a provincial code of ethics and code of practice

5.6.1.4 New Brunswick

- The Bay of Fundy Product Club is a partnership between 10 tourism associations, 6 economic development agencies and 2 provinces (Nova Scotia and New Brunswick) with a mandate to develop and position the area around the Bay of Fundy as a world class ecotourism destination

5.6.1.5 Quebec

- Recently formed Aventure Ecotourisme Quebec (www.aptaq.qc.ca) that represents, defends and promotes the interests of professional operators in adventure tourism; the predecessor to this organization was the Association des producteurs de tourisme d'aventure (an organization that restructured in 1997 with government assistance) – there are now 130 business members – the organization recently received $230,000 from the province and $195,000 from the federal government
- Also have Conseil Quebecois du Loisir (www.loisirsquebec.qc.ca) that promotes the benefits, the volunteering and the associative organization was well as working at the development and accessibility of a quality leisure experience
- The Adventure, Outdoor and Ecotourism Product Club is an alliance of adventure tourism operators developing and implementing adventure and ecotourism products – it is affiliated with AQE
- The Cross Country Ski Product Club (www.skidefond-canada.org) is a consortium of cross country ski operators working to develop high quality products and packages
- The Aboriginal Tourism Product Club is a partnership between the Quebec Aboriginal Tourism Corporation and other native tourism stakeholders to develop more native soft adventure and ecotourism product

5.6.1.6 Ontario

- The Ontario Tourism Marketing Partnership has facilitated and supported the development of cooperative marketing alliances including Paddling Ontario (www.paddlingontario.com) and Arts in the Wild (www.artsinthewild.com). Each of the alliances have been successful to-date

- A major resource-diversification study for the fishing and hunting sector has been underway for the past 6 months or so – results should be available soon
- The Conservation Lands of Ontario Product Club (www.conservationlands.com) was started by four conservation authorities to develop joint ecotourism products with private sector partners
- The Ontario East Adventure Product Club (www.ontarioeast.com) is a consortium of stakeholders focused on packaging heritage and eco-adventure products
- The Province of Ontario has to date followed the federal lead from the Canadian Tourism Commission to develop an eco-adventure sector. They are now realizing the differences between ecotourism and adventure tourism and considering ways to develop both as distinct sectors of the industry. A recent ecotourism conference sponsored by FedNor attempted to bring together interests in the Ontario ecotourism sector. This conference has initiated a provincial debate on development needs of the ecotourism sector.

5.6.1.7 Saskatchewan

- The recently completed Strategic Framework for Saskatchewan Tourism Development (September 2000) identified nature-based tourism as one the provincial priorities along with culture and heritage tourism. This product cluster included Provincial and National Parks, Ecotourism and Adventure Tourism. At the time of the report this product cluster had the highest trip volume of any tourism product cluster, representing 1.4 million trips. Major recommendations included designating components of Provincial Parks as tourist destination parks, supporting growth of out-of-town markets. Another recommendation was to pick one new ecotourism and one new adventure tourism destination for more concentrated market/product development. Winter tourism including snowmobile tourism was not identified as a major opportunity.
- The Ecotourism Society of Saskatchewan (www.ecotourism.sk.ca) was established in 1992 with a mandate to support and promote both the development of a Saskatchewan ecotourism industry and protection and perpetuation of host natural ecosystems and cultures
- The Ecotourism Society has established the Saskatchewan Horizons ecotourism accreditation program, with support from Tourism Saskatchewan
- The Ecotourism Product Club (www.ecocanada.com) is associated with Canadian Biosphere Reserves and is focused on further developing ecotourism in Canada – this group have started a Sustainable Tourism Association of Canada (www.sustainabletourism.ca)
- The Saskatchewan River Basin Product Club (www.saskriverbasin.ca) is involved in packaging natural heritage and ecotourism products along the Saskatchewan River – extends into Manitoba

5.6.1.8 Alberta

- Have an Alberta Wilderness Association (http://AlbertaWilderness.ab.ca) that is mandated to defend wild Alberta through awareness and action
- Alberta Outfitters Association focuses on riding vacations
- Trail of the Great Bear Product Club (www.trailofthegreatbear.com) is a consortium of SME's, DMO's and rural communities focused on packaging between National Parks in Alberta, BC and Wyoming

5.6.1.9 BC

- Have a Wilderness Tourism Association (www.wilderness-tourism.bc.ca) to ensure ongoing viability of the industry through the protection of the wilderness tourism land base – responsible for advocacy, education and ensuring that wilderness tourism industry requirements are incorporated in land use planning
- AdventuresBC.com is the site of Adventures BC Travel Cooperative, a group of BC tour operators and other tourist oriented businesses that have come together under the BC Cooperative Association Act. This organization has a mandate to develop, market and deliver programs, packages and services in educational, ecological and cultural experiences throughout BC
- The Canadian Adventure Tourism Conference (www.adventureconference.com) is held annually in Kelowna in partnership with the University College of the Cariboo

5.6.1.10 Yukon Territory

- The Wilderness Tourism Association of the Yukon (www.yukonwild.com) was founded in 1993 to deal with issues facing the rapidly growing wilderness tourism sector; this is a member-driven non-profit organization
- The Northern Wilderness Adventure Product Club is focused on researching the adventure market and developing packages for the shoulder and off-season

5.6.1.11 NWT

- The Arctic Corporate Travel Event Product Club (www.destinationarctic.com/actepc) is a joint venture between a Toronto-based destination management company and an NWT receptive operator to research and develop corporate travel events

5.6.1.12 Nunavut

- The Government recently completed A Strategic Plan for Tourism Development in Nunavut, which recommends a future focus on areas, and communities where there is a good level of "social energy". In past the government has spread their efforts too widely. Some of the strategic priorities include a high end nature lodge on Baffin Island, further development of cruise tourism, gateway development in Iqaluit, Rankin Inlet and Cambridge Bay, and improved infrastructure for nature tourism. The expedition cruise ship business represents some 1,000 visitors per year while nature and adventure tourism represents a smaller number.

5.6.2 *Ecotourism Society of Saskatchewan*

The Ecotourism Society of Saskatchewan (ESS) is a non-profit organization, which has evolved to respond to both the industry and the market. A profile of its evolution is presented below:

- **1992**: A group of interested operators formed the Saskatchewan Watchable Wildlife Association (SWWA) to enhance and support operators who focused on nature and the environment. The SWWA developed a set of standards, values and guidelines to support the industry. Operators continued to get interested and involved.
- **1998**: Tourism Saskatchewan recognized that ecotourism was gaining profile and momentum. They hosted the province's first ecotourism conference which attracted approximately 125 - 150 participants. At this point the Board of Directors of the SWWA changed the name of their organization to the Ecotourism Society of Saskatchewan. This change broadened the reach of this group to encompass landscapes and many other forms of nature-based tourism beyond 'watchable wildlife'.
- **1998/99:** In response to the interest shown and input received at the 1998 conference, Tourism Saskatchewan created the 'President's Advisory Council on Ecotourism' and provided funding for a contractor to assist in the development of accreditation guidelines. A draft copy of these guidelines was distributed to approximately 20 operators, with 12 responding.
- **2000:** in the spring of 2000, the Horizons accreditation program was finalized and was launched in May 2000. This program will continue to evolve in order to respond to the changes in the marketplace and the needs of the operators. It was developed through extensive research, consultation, planning and application in the field and therefore has a high level of industry buy-in
- **2001:** Two year operational funding is secured for ESS through the Western Economic Partnership Agreement (WEPA). The funding underwrites the cost of accreditation visits (estimated at an average of $1,500 per site) and supports a series of workshops on the opportunities for ecotourism. Operators pay $75 to attend these 6 hour workshops and receive a membership in ESS and resource material. The second year of funding for ESS is contingent on the accreditation of 20 sites/operations. Fourteen sites have been accredited to date and two more applications have been received. They do not anticipate any problems with reaching the number required. The current focus is on Provincial Parks.
- **Mission:** "To support and promote both the development of a Saskatchewan ecotourism industry and protection and perpetuation of host ecosystems and cultures. "
- **Objectives**:
  - ✓ Advocacy -- for the industry
  - ✓ Monitoring --to monitor the impact of ecotourism on ecosystems
  - ✓ Forum for collaboration
  - ✓ Information
  - ✓ Accreditation
  - ✓ Access to expertise

Lessons from Saskatchewan

- Ecotourism accreditation can be an effective tool to promote increased industry focus on ecotourism principles
- Accreditation is an effective means of putting some teeth into the concept and principles of ecotourism

- ✓ Training
- ✓ Fundraising

- Current membership categories include:
  - ✓ Students $15
  - ✓ Friend of ESS $25
  - ✓ Accredited Ecotour Provider $50
  - ✓ Professional Associate $50
  - ✓ Institutional Affiliate $250
  - ✓ Patron $5,000 (one time payment)
- The current membership which stands at 75-100 is comprised of:
  - ✓ Ecotour Providers/Operators
  - ✓ Friends of Ecotourism
  - ✓ Conservation Organizations
  - ✓ Economic Development, tourism and government agencies
  - ✓ Regional tourism and tourism association sector associations
  - ✓ Supporters of rural development
  - ✓ Professionals

The development of the ecotourism sector in Saskatchewan has, in many ways, been a public/private partnership. The ESS and its predecessor are 10 years old and have been led by a passionate and committed group of industry partners. Government has supported its development, directly and indirectly and looks to ESS for advice on policy and land-use issues. ESS has played a role in the designation of ecotourism as an acceptable use of agricultural and crown lands, with legislation to support anticipated in the near future.

ESS and its accreditation system have also created profile for the province internationally. A representative of ESS was one of only three Canadians invited to an international workshop with participants from 20 countries to develop a framework and principles for certification of ecotourism and sustainable tourism held in New York in November 2000. The resulting framework is called the Mohonk Agreement. ESS is still involved with this group.

The organization is committed to moving toward financial sustainability and will increase membership and accreditation fees accordingly. Its work has its challenges including managing expectations and educating hunting and fishing operators.

In response to an inquiry from [the] Tourism Company regarding the possibility of expanding the Horizons program into Manitoba the President of the Saskatchewan made the following remarks:

> *"Thanks you for the opportunity to look into the possibility of partnering with you including expanding Horizons to Manitoba and other areas in Western Canada. Without discussing it with the whole board and only expressing my opinion as the President of ESS I suggest that ESS would be interested in having preliminary discussions with you and the others that may be interested. I sincerely believe there are many areas where we in the West can begin to work together."*

5.6.2.1 Lessons for Manitoba

- Ecotourism accreditation can be an effective tool to promote increased industry focus on ecotourism principles
- Accreditation is an effective means of putting some teeth into the concept and principles of ecotourism

5.6.3 *Wilderness and Winter Tourism Development in the Yukon Territory*

The Yukon is a particularly good case study because of their strategic efforts to develop winter tourism. In a lot of ways the Yukon tourism product is quite similar to that found in Manitoba, with strong adventure products, an Aboriginal culture overlay and a unique cultural history. The one major difference is that Manitoba is much closer, physically to the major population centres in eastern Canada and the US.

In 1999 border crossing statistics showed 312,000 non-resident visitors entered the territory, representing a 4.3% increase over the previous year. In 2000 the numbers went down 6.7% because of high fuel costs. Overseas visitors lead the increase in 1999 with growth of 36% since 1994 and an 11% increase in Americans. Over a four year period up to 2000 air travel to the Yukon has increased by 47%. Preliminary numbers for 2001 show a continued decline in cross border statistics, and a slight increase in overseas air traffic. In 2001 it is estimated that tourism revenues directly related to non-resident tourism exceeded $160 million – tourism is the largest private sector employer with more than 2000 people.

Yukon is positioning itself as "*a real wilderness destination featuring people whose northern lifestyle celebrates our nature, history, arts and cultures. Yukon's tourism industry delivers high-quality, hands-on, authentic and year round cultural, historical and natural experiences in all regions*". The focus of the current marketing strategy for the Yukon is to attract high-yield niche markets in all seasons. The high priority markets being pursued include adventure tourism, winter tourism and touring and fly-drive, as well as the following specialty niche markets:

- Guided hunting
- First Nations tourism
- Learning tourism
- ESL Adventure
- Guided Snowmobiling

The winter tourism strategy began with an analysis of the winter tourism opportunity. This analysis determined that there is a winter tourism market, however it is small and niche, and to a large degree independent travellers. The idea for winter tourism came from the exposure gained from the Yukon Quest (dog team race that reaches a market of 250,000,000 Europeans) and the Fulda Extreme Challenge, an event that grew out of Fulda's sponsorship of the Yukon Quest. Fulda is a European tire manufacturer. The Extreme Challenge is an SUV race along the Dempster Highway in the winter, with a series of winter sport challenges along the way. As a result of the exposure from these two events European tour operators began expressing interest in winter extreme product for their catalogues, at the Rendezvous Canada meetings in 2000.
The products that are being developed to cater to this interest are as follows:

Lessons from the Yukon

- Winter tourism can be developed and marketed effectively with creative programming
- Aboriginal tourism can provide a unique advantage to an adventure destination by allowing for a unique cultural overlay
- Events can play a significant role in establishing a positive image for an adventure tourism destination – in all seasons
- Consortia or coalitions of complementary adventure operators can be an effective way to leverage limited resources

- Extreme winter product involving an opportunity for travelers to rent 4-wheel drives vehicles and travel up the Dempster Highway to Tuktoyuktuk. Along the way they could experience activities such as dog mushing, tenting, ride snowmobiles, ice fish etc.
- Outdoor adventures involving a range of activities and staying in high quality log cabin or log resort accommodation
- Adventure sampler vacations with comfortable wilderness accommodation and good food

The government winter marketing initiative can be seen at http://www.yukonwinter.com .

The following winter adventure products are listed:

- Snowmobiling
  - ✓ 12 operators offering snowmobile experiences
  - ✓ Trek Over The Top is the premier guided snowmobile event that visitors can participate in (cost is $2195 pp + GST - $390/night) – www.trekoverthetop.com
- Dog Sledding
  - ✓ 18 operators listed
  - ✓ packages can run from $200 - $420/night for multi-day dog mushing programs
  - ✓ Yukon Quest International Sled Dog Race which travels 1,600 km from Whitehorse to Fairbanks each February is the showcase event for this sport
  - ✓ Several other dog sled races are promoted for tourist viewing
- Cross Country Skiing
  - ✓ The Whitehorse Cross-Country Ski Club have 70 km of trails with 50 km groomed regularly
  - ✓ 5 cross country events and loppets are marketed to tourists
  - ✓ 6 tour operators are listed
- Aurora Borealis viewing
  - ✓ 10 tour operators are listed
  - ✓ one operator reported a 95% viewing success rate in 2001
  - ✓ tours from $175/night with multi-activities

According to Paul Gort, Research Officer with Yukon Tourism the winter program seems to be working but measurement is not effective yet.

> *We are still struggling with trying to measure our winter tourism. As most visitors fly up from Vancouver and travel exclusively in the Yukon, they do not cross a border and are not captured in our border crossing stats, we are trying to work with inbound operators to determine volumes but do not have that info at this time, preliminary feedback indicates it was a fairly good winter despite 9/11. We are definitely seeing an increase in aurora viewing mostly from Japan and Taiwan.*

The Yukon also has a well-developed adventure tourism sector and well developed Aboriginal tourism sector, two areas that offer significant potential in Manitoba.

The Yukon First Nations Tourist Association (www.yfnta) was incorporated in 1994, as an

industry-driven association with a Board of Directors comprised of First Nation business owners. With a mandate to promote and maintain the cultural integrity of native tourism YFNTA has responsibility for marketing and promotion, networking and communication, product and entrepreneurial development, human resource development and lobbying and advocacy. Membership (comprised of 29 individual members and 15 corporate members) carries the following benefits:

- 1/3 discount on advertising in Yukon News
- Lobbying
- Annual general meeting
- Membership directory
- Membership certificate
- PMT's or logos
- Newsletter bi-monthly
- E-mail service
- 20% discount on office supplies

The Association currently has 11 corporate sponsors.

The Wilderness Association of the Yukon (WTAY) was founded in 1993 (www.wtay.com) as a member-driven not-for-profit organization with a mandate to assist the growing wilderness tourism sector. The different functions of WTAY are as follows:

- provide a collective voice for wilderness and adventure tourism operators
- to protect the integrity of the wilderness resources
- to assist operators in achieving best practice and follow wilderness ethics
- to promote the Yukon as a year round wilderness destination
- to act as a liaison with other government departments/agencies

The Association has grown to membership base of over 100. The Yukon wilderness product club is affiliated with WTAY. In the past year WTAY has run operator seminars on topics such as legal liability, internet marketing, risk management and linking tourism and conservation developed a website with links to members sites, published Wilderness Tourism News, and marketed to the wilderness tourism market.

An affiliated organization, Yukon Wild is a collection of wilderness tourism operators, each of whom is a member of the Wilderness Tourism Association. The Yukon Wild web site (www.yukonwild.com) lists wilderness adventure options under the categories of land-based adventure, water adventure, winter adventures and mixed activity trips.

5.6.3.1 Lessons for Manitoba

- Winter tourism can be developed and marketed effectively with creative programming
- Aboriginal tourism can provide a unique advantage to an adventure destination by allowing for a unique cultural overlay
- Events can play a significant role in establishing a positive image for an adventure tourism destination – in all seasons

- Consortia or coalitions of complementary adventure operators can be an effective way to leverage limited resources

5.6.4 Successful Aboriginal Tourism Developments

5.6.4.1 Pangnirtung, Nunavut – A successful community-based development

The community of Pangnirtung is an Inuit community of some 1100 residents lying along a fiord near the entrance to Auyuittuq National Park on Baffin Island. This is a useful case study analogy for remote northern communities.

In 1981 the Government of the NWT sponsored the development of a community-based tourism plan for Pangnirtung. The National Park was already in place and local residents were beginning to get some sense of what tourism was about. However in those early days tourists consisted primarily of independent backpackers and hikers who simply required boat transport to Auyuittuq National Park, as well as fishermen travelling to a fish camp. The consultants that completed the tourism plan undertook extensive community consultation to create a broader awareness of the opportunities and constraints from tourism and the options for the community to get involved. The community made a decision to develop tourism but in a controlled manner.

Today, 20 years later the community has a viable tourism industry. Approximately 3000 visitors travel to Pangnirtung each year. The community now has a good lodge for accommodation, several historic features and walking tours of the community, Kekerten Historic Park on Cumberland Sound (accessible only with a local guide), the Angmarlik Interpretive Centre, a print shop, a weaving centre and a number of community events that are shared with tourists.

Today the community has 35 permanent and 14 seasonal tourism jobs, plus 12 licensed guides and over 100 home-based artists.

5.6.4.2 Cree Village Ecolodge – a successful ecolodge

The Cree Village Ecolodge was opened in July 2000 the result of numerous years of effort by MoCreebec and the community of Moose Factory. MoCreebec is an economic development agency representing the interests of the Cree people in Moose Factory. The community of Moose Factory (population 2,500) is situated on an island 3 km from Moosonee. Moosonee is located approximately 300 km north of Cochrane, Ontario, and is accessible by train from Cochrane on the Polar Bear Express. This train caters to some 18,000 tourists every summer coming north to experience the James Bay sub-arctic environment.

The ecolodge was designed as a state of the art tourism accommodation facility designed and created by the community, in accordance with traditional values and focusing on the Cree culture and environmental sustainability. The facility is comprised of twenty guest rooms as well as the Shabatwon Great Hall, providing dining space for 66 people overlooking the Moose River.

As identified by the people of Moose factory the Ecolodge was developed for the following reasons:

> *"We wanted to create a new type of development that would allow visitors to stay in our community while creating as*

little an environmental impact as possible. We wanted to share Cree culture and demonstrate our commitment towards the environment. Our goal was to design and build an original and thoughtful facility that was appropriate for Cree Village. We wanted a special place, a sacred place where people could nurture their souls and their spirits. We wanted a beautiful and unique building that was comfortable for our guests. Most of all we wanted a facility with a consistent environmental message that showed appreciation for the earth". As expressed by the Chief the Ecolodge is "not only pleasing to the eye but pleasing to the soul".

The Ecolodge has achieved cultural and ecological sustainability through the following:

- Using the natural and cultural environment as the primary experience
- Using the simplest technology appropriate to the functional need, and incorporating passive energy-conserving strategies as possible
- Avoiding the use of energy-intensive, environmentally damaging, waste producing and/or hazardous materials
- By striving for smaller is better and optimizing use and flexibility of space
- By phasing the development and monitoring resource impacts
- Allowing for future expansion and/or adaptive uses
- Making it easy for staff and guest to recycle
- Educating visitors
- Establishing visitor guidelines
- Acting as a role model

Some of the unique attributes of the lodge are listed below:

- Space heating using a wood fired masonry heater and efficiency propane fuelled hydronic radiant heat system
- Natural ventilation
- Water loop cooling system
- Use of daylighting
- Low flush toilets and four compost toilets
- Low voltage lights
- Organic carpets
- Special triple paned windows
- Trex lumber made from waste wood fibre and reclaimed plastic for exterior decking
- Box springs made from wood from Quebec that uses the sustainable harvesting method
- Mattresses made from organic cotton and natural latex
- Organic cotton bed covers and sheets

In the near future the operation hopes to add alternative energy systems (such as solar), a system that reuses grey water, and more composting toilets. With respect to training the Moose factory Tourism Association ran the Aboriginal Hospitality and Ecotourism Employment Training Project over a three year period prior to the lodge opening (including bringing in FirstHost of BC).

Lesson from Successful Aboriginal Projects

- Tourism development in remote northern communities needs to be developed with community-consensus and in a slow incremental fashion
- Education, awareness and training are prerequisites for northern tourism development
- An ongoing approach is required as staff turn-over is inevitable
- The process for tourism development in remote native communities can be quite different from the traditional southern process, in terms of both timeframe and capacity building needs

The Cree Village Ecolodge is a model for a community-developed tourism project as well as being a model for environmental sustainability in a northern climate. Although the development is not a financial success yet the lodge provides significant local employment. At present there are an estimated 17 full time job equivalents and a further 20 plus guide positions associated with programming associated with the lodge.

5.6.4.3 Lessons for Manitoba

- Tourism development in remote northern communities needs to be developed with community-consensus and in a slow incremental fashion
- Education, awareness and training are prerequisites for northern tourism development
- An ongoing approach is required as staff turn-over is inevitable
- The process for tourism development in remote native communities can be quite different from the traditional southern process, in terms of both timeframe and capacity building needs

5.6.5 New Zealand Adventure Quality Standards Initiative

Tourism visitation to New Zealand has been growing over the past 10 years, with international arrivals increasing by 85% between 1990 and 2000. Tourism is now one of the largest foreign exchange earners contributing 16% of the country's export earnings. In 2000 a Tourism Strategy Group was created to assist in developing a New Zealand Tourism Strategy to the year 2010. The Group was comprised of members from both the private and the public sectors, with strong input and involvement from the Maori Tourism Advisory Group. The following are some of the key characteristics of the Strategy:

Vision – "In 2010 visitors and their host communities understand and embrace the spirit of manaakitanga (hospitality) while, New Zealanders' environment and culture is conserved and sustained in the spirit of kaitakitanga (guardianship) and, Tourism is a vibrant and significant contributor to the economic development of New Zealand".

The Mission – "Welcome Visitors; Protect the environment; Celebrate our culture".

The Overall Direction – A sustainable yield driven strategy based on growing tourism demand and financial returns while enhancing the quality of the visitor experience and New Zealanders' quality of life".

Key Principles

- Sustainability
- Yield driven – growing numbers and spend
- Maori participation
- More effective public and private sector partnerships

One of the key recommendations in the Strategy is to secure and conserve a long term future. Some of the recommended initiatives under this goal are as follows:

- Develop and promote resource use efficiency initiatives and environmental management systems
- Monitor and manage visitor impacts on the protected environment

- Develop and maintain recreational services and facilities on conservation lands to support increased visitor growth without damaging the environment
- Improve the use and quality of authentic and contemporary Maori experiences through a mechanism such as a Maori mark of authenticity
- Develop and deliver a range of business tools, methods, templates and resources for use by small and medium enterprises
- Rationalize the number of industry associations
- Refocus training delivery to better meet the needs of SME's
- Implement a quality brand, sector standards and an effective accreditation framework for tourism

The Tourism Industry Association of New Zealand along with the Adventure Tourism Council is currently coordinating the development of the quality tourism standards for the adventure sector. The Adventure Tourism Council had begun to develop quality tourism standards in the early 1990's, but no consensus was reached until this current initiative. Seven key components have been defined for the quality standards including:

- Compliance
- Safety
- Environment
- Cultural
- Service
- Training
- Business

These components have been divided into sector specific and/or generic. Sector specific components such as safety are being developed by activity sectors. The rafting, jet boating, horse trekking, sea kayaking, and all terrain vehicle sectors have developed their key components and standards relating to these. The trekking, off-road vehicles, eco/nature tourism and adventure cycling sectors are developing theirs. The Tourism Industry Association and the Adventure Tourism Council are developing the generic components.

Qualmark, the national classification and grading system in place in New Zealand for the accommodation, and shopping sectors will be responsible for administering the adventure accreditation program. They currently run a five star grading program covering quality of facilities and service for accommodation.

Once the adventure quality standards are completed operators will apply to Qualmark for the right to carry the national adventure brand/logo. Professionally trained assessors from Qualmark will check and evaluate the applicants. Companies meeting the standards will have the right to market themselves as meeting the industry standard. The adventure brand will be marketed domestically and internationally and a form of preference will be given to companies meeting the standards in visitor/information centres. Tourism New Zealand will likely make it a minimum requirement for access to their web site, international media program and off-shore marketing programs. The program is being designed with the following benefits for operators:

- One consistent standard for each activity sector

Lessons from New Zealand

- The Tourism Industry of New Zealand in association with the Adventure Tourism Council are coordinating the development of quality assurance standards for adventure operators
- The Program will be administered by Qualmark the national rating agency for accommodation and shopping
- Operators will apply to Qualmark for the right to carry the national adventure brand

- Acceptance by regulatory authorities of best professional practice
- Lower costs through pre-approval of safety plans for concessions and consents
- A dispute resolutions process
- Raising industry standards
- Meeting client expectations

One other interesting development in New Zealand is Ecotours New Zealand (www.ecotours.co.nz), a group of ecotourism operators that have partnered to collectively promote a network of ecotourism operators practicing sustainable tourism, and to provide a resource centre for environmentally concerned visitors. It is collaboration between a group of small and medium sized businesses all operating nature-based tourism businesses. Activities covered by these operators range from caving to gold prospecting to Maori culture.

5.6.5.1 Lessons for Manitoba

- The New Zealand model is another useful example for Manitoba with respect to upgrading the product and service quality levels in the adventure sector

5.6.6 Quebec – Community-based River Management

The Gaspe area of Quebec is an area of incredible beauty and unique natural resources. It is also an economically challenged region with one of the highest unemployment rates in the country. One of the jewels of the Gaspe region is the Parc de la Gaspe, a provincial park set up in 1937. In 1981 the Parc began to focus on conservation, with mining and forestry being banned. This change in mandate enabled the adventure tourism industry to more fully develop. The Parc today is home to the highest portion of the Appalachian Mountains in Quebec, the last caribou living south of the St Lawrence, an incredibly dense moose population (possibly 2 per km^2), seven types of endangered plant species, and exceptional opportunities for canoeing, fly fishing, trekking, mountain biking, camping, cross country skiing, wilderness skiing and snowshoeing.

Several of the Canada's greatest salmon rivers can be found in Parc de la Gaspe including the Grand Cascapedia and the Sainte Anne. The Chic-Chocs Wildlife Reserve located in the Parc acts as a buffer zone to protect the wildlife habitat. Since the 1980's the MRC de la Haute-Gaspesie, representing 10 municipalities with a total population of 14,000, has been lobbying the government for greater community involvement in the management of the Parc, in order to help realize the potential for economic development associated with the Parc. Today the Parc is managed by an innovative partnership of community groups and government agencies. The new partnership organization now runs the Parc as a single tourist-recreation destination, focused on an integrated approach to tourism and sustainable development.

In the early years the Ministere de l'Environment et de la Faune had overall responsibility for the Parc. In the 1980's the Ministry began delegating management activities and commercial services in the Parc, to other government agencies, not-for-profit groups and private sector organizations. In 1987 the Societe des etablissements de plain air du Quebec (Sepaq), a provincial government agency assumed responsibility for some of the Parc facilities such as the Gite du Mont-Albert.

In 1996, two community groups, - Parc Ami Chic Chocs and l'Association Chasse et Peche Gaspesienne inc – formed a partnership. Parc Ami Chic Chocs was a not-for-profit organization formed in 1989 by volunteers to promote the Parc and encouraging development to create employment. l'Association Chasse et Peche was founded in 1967 with a mandate to promote sustainable development of fish and wildlife resources; to develop and manage outdoor recreational activities involving fish and wildlife; promote diversification of economic activities related to natural resource use and promote and defend local socio-economic interests. In 1993 this organization took over management of the activities and services related to the Sainte Anne River, including salmon fishing accommodation and hiking services. The MRC de la Haute-Gaspesie joined the partnership and then in 1998 another community organization, l'Association des Chasseurs et Pecheurs de Mont St-Pierre, joined the group. L'Association des Chasseurs et Pecheurs was formed in 1966 as a not-for-profit group concerned with issues related to fishing, hunting and the protection of wildlife and habitat. This organization eventually obtained the government concession to rent rowboats in parts of the Chic-Chocs and to be responsible for a number of cabins, chalets, and camping areas, and to manage quota hunting in the Chic-Chocs Wildlife Reserve.

In 1998 the community group partnership began to meet with Sepaq to discuss a new approach to running the Parc. After conducting a feasibility study they came up with a proposal for an approach that would enable the community to play a key role, followed by difficult negotiations caused by resistance to change. On January 27, 1999 the MRC and community organizations signed a partnership agreement with Sepaq and Parc de la Gaspesie to pursue an integrated approach to managing the Parc. The partnership called for Sepaq to consolidate activities related to hotels, chalets and services in the area of the Gites. The community partners would be responsible for activities related to camping, fishing, hiking, guide services and lodging in other parts of the Parc. A four-person management committee was formed with representation from Sepaq and the community partners as well as park management to develop a plan for developing the Parc. They held a two-day, facilitated strategic reflection workshop and arrived at a plan for the sustainable development of the Parc. They identified opportunities for attracting high-end adventure tourists and they identified the information needed to ensure that Parc development would not exceed carrying capacities. The partners also set in place a plan to establish a fund to support the sustainable development of activities and services in the Parc. All surpluses from Parc operations would go to this fund. In 2000, the Fondation du Parc de la Gaspesie was created as a charitable foundation to raise money from private donors to further the economic sustainability goal for the Parc. The Fondation is directed by a committee that includes representatives from Destination Chic-Chocs, Sepaq and l'Association des chasseurs et pecheurs.

The one exception to this partnership is another community-based group, La coalition pour la gestion integree du bassin versant de la riviere Cascapedia. This Coalition was formed in 1998, in response to poor forestry practices that were negatively impacting the Cascapedia River. This organization began to work with the logging companies to find compromises to allow better exploitation of the forest without harming the

Lessons from Quebec

- The Quebec Gaspe Park model is a successful example in how to involve a community in resource management and tourism development in a mutually beneficial manner
- This is also a good model for high cost tourist access and lower cost local access to a shared resource – the salmon fishery.

salmon habitat. Beginning in 2001 the nine logging companies working within the watershed were required by law to submit their cutting plans to the Coalition for approval.

Today the two salmon rivers attract both local fisherman and international fly fishers, some paying as much as US$1,000/day for guided fishing on the river. The adventure tourism markets continue to grow within the Parc. Visitation numbers have risen and revenues have grown, generating a surplus for reinvestment. Significant local employment has been created. Currently this is the only park in Quebec that is being managed by a partnership with substantial community involvement rather than by Sepaq alone.

5.6.6.1 Lessons for Manitoba

- The Quebec model is a successful example in how to involve a community in resource management and tourism development in a mutually beneficial manner

6 The Product/Market Match

6.1 Introduction

In order to begin to focus in on those markets and products with the best potential for Manitoba in both the short and long term we came up with a number of evaluation criteria, which are summarized below:

- Size of market – Based on the participation rates in the activity, the absolute size of the market, the role of the activity as a travel motivator and most importantly the estimated potential scale of the market
- Accessibility of the market – The ease with which one is able to target the market and the potential cost effectiveness to target the market
- Market trends – The degree of current and future growth likely in the market, and the degree to which the market is "on trend"
- Competitive position – Manitoba's competitive position with respect to the market
- Potential yield – Based on average expenditures per trip for the market
- Seasonality – Ability to extend the season
- Current situation – Identifying the products that are market ready and the markets that are already visiting Manitoba

The following exhibit (6.1) provides a detailed comparative evaluation of the long listed activity-based markets against the first six criteria. Exhibit 6.2 provides a more graphic assessment of the product/market match. Both of these exhibits can provide a useful tool for Travel Manitoba to do their own assessment of the product/market match. Our assessment was completed without the benefit of extensive product assessment and on-site validation of product.

The following markets appear to offer the best potential for high yield visitation based on this product/market match analysis:

- Kayaking/canoeing (guided)
- Multiple activity including hiking and wildlife viewing
- White water rafting
- Aboriginal adventure
- Winter adventure
- Bird watching
- Catch and release fishing
- Soft adventure markets under each of these activities offers greater potential

Note: Catch and release fishing is included as an adventure activity by Statistics Canada and the Canadian Tourism Commission. The potential problem in 9inlcuding catch and release fishing in the adventure model will be that the traditional fishing and hunting outfitters in the Province will want to be part of any future adventure travel initiatives (funding, marketing etc). They represent very different markets and they are a very different culture when compared to adventure and ecotourism operators. The catch and release market falls somewhere in between.

Our assessment of existing product would suggest that the product lines where there is sufficient market ready product would be in canoeing, multiple activity with wildlife viewing and possibly bird watching. The other categories need further development of market ready product.

Market Priorities

1. Kayaking/canoeing
2. Multiple activity including hiking and wildlife viewing
3. White water rafting
4. Aboriginal adventure
5. Winter adventure
6. Bird watching
7. Catch and release fishing

Exhibit 6.1
Product/Market Match Evaluation Chart

CRITERIA	*KAYAKING/CANOEING*	*HIKING/BACKPACKING*	*WILDLIFE VIEWING*
SIZE/YIELD			
Size of export opportunity	3.5 million Can *Source: Print Measurement Bureau, 1991* 14.6 million US (1.4 million kayakers) *Source: 1994/95 National Survey on Recreation and the Environment* 2.8 Million canoeing enthusiasts in US; 1.1 million kayaking enthusiasts in US *Source: ORCA's Participation Study, 2000* 22.5 million US adults participated in canoeing in past 5 years on vacation *Source: Adventure Travel; Special Report, TIA, 1998*	48 million US residents went hiking and 15.2 million went backpacking Source: 1994/95 National Survey on Recreation and the Environment 12.2 million hiking enthusiasts in US; 2.1 million backpacking enthusiasts in US *Source: ORCA's Participation Study, 2000* 44.8 million US adults participated in gentle hiking & 8.0 million in hard backpacking in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*	23.7 million US watching wildlife (22.9 observing, 12.0 photographing, 10.0 feeding – 32% out-of-state) *Source: 1996 National Survey of Hunting, Fishing, and Wildlife-Associated Recreation* 24.3 million US adults participated in bird/animal watching on vacation in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*
TAMS data ***Source: Travel Activities and Motivation Survey; Overview Report, 2001***	20% will in next 2 years versus 14% that have participated in this activity on vacation in past 2 years	Hiking/backpacking in wilderness areas 29% will versus 23% that have	Whales 19% will versus 12% that have Northern lights 14% will versus 4% that have
Typical expenditure per trip	US adventure travellers spend $2,500 – $4,200/person($500 per day) *Source: "Adventure Tourism" in the Encyclopedia of Emerging Industries, Gale Publishing, 1998* $765 for 5 days *Source: Survey of Adventure Travel Operators in Canada. 1999*	$740 for 4.6 days *Source: Survey of Adventure Travel Operators in Canada. 1999*	Whale watching - $230/day Nature observation - $130/day Bird Watching - $100/day Polar Bear viewing - $1300 for 3 days *Source: Survey of Adventure Travel Operators in Canada, 1999*

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart			
CRITERIA	***KAYAKING/CANOEING***	***HIKING/BACKPACKING***	***WILDLIFE VIEWING***
Proportion of expenditure in Manitoba	High	High	High
Local job opportunity	Moderate for guides	Moderate for guides	High
ACCESSIBILITY OF MARKET			
Ease to target	High	High	Moderate
Potential intermediaries – i.e. tour operators	High	High	High – Rendezvous interest for wildlife viewing
'below the line' marketing potential	High – through shops and operators	High – through affinity groups and retail	Moderate – through affinity groups and retail
MARKET TRENDS			
On trend	High	High	High
Growth potential	High – sea kayaking	Moderate	High
Fit with provincial strategy	Adventure is key segment	Same	Nature viewing is key segment
COMPETITIVE POSITION			
Market awareness	Low	Low	Low
Perceived appeal of Manitoba experience	Lack of infrastructure	Lack of infrastructure	Lack of infrastructure
Uniqueness in marketplace	High	Moderate	High
SEASONALITY			
Shoulder season potential	Low	Low	Low

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***WHITEWATER RAFTING***	***MOUNTAIN BIKING***	***HORSEBACK RIDING***	***WILDERNESS OFF-ROAD***
SIZE/YIELD				
Size of export opportunity	14.8 million US adults participated in white-water rafting/kayaking in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*	10.8 million US adults participated in mountain biking in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*	24.1 million US adults participated in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*	15.6 million US adults participated in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*
TAMS data ***Source: Travel Activities and Motivation Survey; Overview Report, 2001***	15% will versus 8% that have	9% will versus 7% that have	21% will versus 14% that have	
Typical expenditure per trip	$460/trip *Source: Survey of Adventure Travel Operators in Canada, 1999*	$830 for 6 days *Source: Survey of Adventure Travel Operators in Canada, 1999*	$138/day *Source: Survey of Adventure Travel Operators in Canada, 1999*	Assume similar to snowmobiling
Proportion of expenditure in Manitoba	High	High	High	High
Local job opportunity	High	Moderate	High	Moderate
ACCESSIBILITY OF MARKET				
Ease to target	Low	Moderate	Low	Low
Potential intermediaries	Moderate	Low	Moderate	Low
'below the line' marketing potential	Low	Moderate	Moderate	Moderate
MARKET TRENDS				
On trend	Moderate	Moderate	Moderate	High
Growth potential	High	Moderate	Moderate	High
Fit with provincial strategy	Moderate	Low	Moderate	Low

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***WHITEWATER RAFTING***	***MOUNTAIN BIKING***	***HORSEBACK RIDING***	***WILDERNESS OFF-ROAD***
COMPETITIVE POSITION				
Market awareness	Low	Low	Moderate	Low
Perceived appeal of Manitoba experience	Unknown	Unknown	Moderate	Unknown
Uniqueness in marketplace	Moderate	Moderate	High	High
SEASONALITY				
Shoulder season potential	Low	Minimal	Moderate	Fall

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***ABORIGINAL***	***SNOWMOBILE TOURING***	***WINTER ADVENTURE***	***EXTREME ADVENTURE***
SIZE/YIELD				
Size of export opportunity	2.5 million Can 2.6 million US 18 million European *Source: Presentation by Research Resolutions based on review of TAMS, CTS, and ITS data*	There are 1.6 million registered snowmobiles in the US and 760,000 in Canada *Source: International Snowmobiling Manufacturers Association, 2001*	1.5 million French long haul tourists with an interest in winter adventure *Source: Canadian Tourism Commission, Pleasure Travel Market Series* 7.5 million US participants & 1.3 enthusiasts in 2000 *Source: ORCA's Participation Study*	Small market Creating awareness for the destination is main opportunity
TAMS data	8% will versus 5% that have (Aboriginal events)	10% will/5% have snowmobiled on trails (4%/1% overnight)	3.3% will/0.5% have been dog sledding 10% will/5% have cross country skied (3%/1% on touring trips)	
Typical expenditure per trip	Assume moderate	Snowmobilers spend up to $200/day *Source: Personal discussion with operator*	Up to $2,500 per person/week ($360 per day) *Source: "Tracking Winter Tourism Market and Product Development; The Yukon Case", TTRA Canada Conference*	High cost to organize
Proportion of expenditure in Manitoba	High	High	High	Moderate
Local job opportunity	High	Moderate	Moderate	Low

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***ABORIGINAL***	***SNOWMOBILE TOURING***	***WINTER ADVENTURE***	***EXTREME ADVENTURE***
Ease to target	Moderate	High	Low	High through event organizers
Potential intermediaries – i.e. tour operators	Moderate	Moderate	Moderate	Event organizers
'below the line' marketing potential	Work through tour operators	High with clubs and shops	High for cross country skiing	Coordinate through event organizers – need to get on the circuit
Ease to target	Moderate	High	Low	High through event organizers
MARKET TRENDS				
On trend	Moderate	Moderate	Moderate	Small niche
Growth potential	High	Moderate	Moderate	High growth but small base
Fit with provincial strategy	Low	Low	Low	Low
COMPETITIVE POSITION				
Market awareness	Moderate	Low	Low	Low
Perceived appeal of Manitoba experience	Moderate	Moderate	High	Rugged wilderness through a variety of terrain and water
Uniqueness in marketplace	High	Moderate	High	Moderate
SEASONALITY				
Shoulder season potential	Moderate	Winter/spring	Winter/spring	Low

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***EXPEDITION CRUISING***	***FISHING (CATCH & RELEASE)***	***HOT AIR BALLOONING***	***SCUBA DIVING***
SIZE/YIELD				
Size of export opportunity	45,000 for adventure cruising *Source: Newfoundland & Labrador Product Market Match Study* 1,000 to Arctic 9,000 to Antarctic *Source: Personal discussions with industry operator*	35 million US anglers 2.4 million ice 4.5 million fly fishing *Source: 1996 National Survey of Fishing, Hunting, and Wildlife Associated Recreation*	1.5 million US adults participated in hot air ballooning in past 5 years *Source: Adventure Travel; Special Report, TIA, 1998*	12.4 million US adults participated in snorkelling/scuba diving in past 5 years (one of top hard adventure activities) *Source: Adventure Travel; Special Report, TIA, 1998*
TAMS data ***Source: Travel Activities and Motivation Survey; Overview Report, 2001***	30% will versus 12% that did (ocean cruise) 10% will versus 2% that have Great Lakes Cruises	18% will versus 15% that did ice fishing has low association	8% will versus 2% that have	13% will versus 7% that have
Typical expenditure per trip	$6,000 plus for 8 nights ($750 per day) *Source: current price structures for expedition operators*	$1,000 for Canadians $2,750 for non-Canadians fishing in Canada *Source: 1995 Survey of Recreational Fishing in Canada* $1250 for 2 day trip *Source: Survey of Adventure Travel Operations in Canada, 1999*	$180 for 2 hours *Source: Survey of Adventure Travel Operations in Canada, 1999*	$170 for 1.5 days *Source: Survey of Adventure Travel Operations in Canada, 1999*
Proportion of expenditure in Manitoba	Low $110 per passenger per visit	Moderate Some camps run by outsiders – high leakage	High	High
Local job opportunity	Low Supplemental income	High potential	Low	Moderate

Exhibit 6.1 (continued) Product/Market Match Evaluation Chart				
CRITERIA	***EXPEDITION CRUISING***	***FISHING (CATCH & RELEASE)***	***HOT AIR BALLOONING***	***SCUBA DIVING***
ACCESSIBILITY OF MARKET				
Ease to target	High	Moderate	Low	High
Potential intermediaries	Relatively few operators	Yes for high end	Low	High
'below the line' marketing potential	Cruise companies	Fishing shops and clubs	Low	Clubs & shops
MARKET TRENDS				
On trend	High	Moderate	Moderate	Moderate
Growth potential	Growth market	Declining regular fishing–growth in fly fishing	Low	Low
Fit with provincial strategy	Low	Fishing is key market	Low	Low
COMPETITIVE POSITION				
Market awareness	None	Moderate	Unknown	Unknown
Perceived appeal of Manitoba experience	Nonexistent product	Lot's of remote lakes/rivers	Unknown	Unknown
Uniqueness in marketplace	Easy access to Arctic	Moderate	Low	Low
SEASONALITY				
Shoulder season potential	Minimal	Spring, fall and summer	Fall	Low

Chart 6.2 on the following page is intended to assist in illustrating more clearly the priorities. Some of the criteria from the previous chart have been combined to simplify the chart. For example instead of including five criteria under size/yield (some generic and some specific to Manitoba) the criteria have been combined into three, all relating to Manitoba. Size of export opportunity refers to the export opportunity in Manitoba on 6.2 rather than the size of the export opportunity for Canada as in chart 6.1.

LEGEND

○ Low ◗ Medium ● High

Exhibit 6.2
Visual Product/Market Match

Market	*Kayaking/canoeing*	*Hiking/backpacking*	*Wildlife Viewing*	*White-water rafting*
SIZE/YIELD				
Size of export opportunity	○	◗	●	◗
Typical expenditure per trip	◗	◗	●	◗
Job opportunity	◗	◗	●	●
Accessibility of Market				
Ease to target	◗	○	○	○
'below the line' marketing potential	●	◗	◗	◗
Market Trends				
Growth potential	◗	◗	●	◗
Fit with provincial strategy	●	◗	●	◗
Competitive Position				
Market awareness	◗	○	◗	○
Uniqueness in marketplace	●	○	●	◗
Seasonality				
Shoulder season potential	○	◗	●	○

Exhibit 6.2 (continued) Visual Product/Market Match				
Market	***Snowmobile/ATV touring***	***Winter adventure***	***Extreme adventure***	***Expedition cruising***
SIZE/YIELD				
Size of export opportunity	◗	◗	○	○
Typical expenditure per trip	○	◗	○	●
Job opportunity	○	◗	○	◗
Accessibility of Market				
Ease to target	●	○	●	●
'below the line' marketing potential	●	◗	●	●
Market Trends				
Growth potential	○	◗	○	◗
Fit with provincial strategy	○	◗	○	○
Competitive Position				
Market awareness	○	○	○	○
Uniqueness in marketplace	◗	●	◗	◗
Seasonality				
Shoulder season potential	●	●	○	○

Exhibit 6.2 (continued) Visual Product/Market Match				
Market	***Aboriginal adventure***	***Catch & Release Fishing***	***Hot Air Ballooning***	***Scuba Diving***
SIZE/YIELD				
Size of export opportunity	◗	◗	○	○
Typical expenditure per trip	◗	●	●	◗
Job opportunity	●	●	○	◗
Accessibility of Market				
Ease to target	◗	◗	○	●
'below the line' marketing potential	◗	●	○	●
Market Trends				
Growth potential	●	◗	○	○
Fit with provincial strategy	●	●	○	○
Competitive Position				
Market awareness	○	◗	○	○
Uniqueness in marketplace	●	◗	○	○
Seasonality				
Shoulder season potential	●	●	◗	○

7 *Industry Input*

7.1 The Workshop Approach

Two workshops were held in Winnipeg with ATE sector operators and relevant government representatives on Wednesday March 20th. The invitations for the sessions were sent out by Travel Manitoba to all those operators that responded to the ATE survey and that indicated an interest in attending a workshop. A total of 13 industry operators and 17 government representatives attended the sessions. The first session in the morning was for industry operators, providing them with an opportunity to listen to some of the consultant's key findings to-date, then review and expand on the list of opportunities and challenges and then work in small groups to define solutions for the highest priority challenges and ways to capitalize on the highest priority opportunities. Government representatives attended the afternoon session. Following a presentation by the consultants the participants were given the opportunity to respond to the industry priorities and define their needs and potential contributions in relation to the prioritized industry issues and challenges.

7.2 Key Challenges & Opportunities

The following is a prioritized list of key issues and challenges facing the ATE sector in Manitoba. The list was compiled from secondary sources and then validated and expanded and prioritized in the workshop session.

- Marketing is not as effective as it could be for this sector – limited market awareness
- Marketing leverage/pooling resources – many small operators with limited resources for marketing on an individual basis
- Limited market ready product
- Infrastructure deficiencies in some areas
- Resource management and conflicting uses
- Lack of industry standards
- Unrealistic product diversification with hunting and fishing outfitters – for example the hunting operator whose wife offers ecotourism
- Education of ecotourists to the true value of a Manitoba experience – fishers and hunters do understand the value
- Educating residents about the opportunity associated with this sector
- Better communication between government departments
- Lack of an industry association
- Access to finance for starting or growing an operation
- Absence or access to market research to understand existing visitation characteristics, and to accurately define target markets
- Training – appropriate programs and access to training in remote areas
- High cost of access to remote areas
- Lack of consistent definitions - lack of understanding and misuse of ecotourism

Key Challenges and Opportunities
- Marketing leverage
- Limited market-ready product
- Infrastructure deficiencies
- Resource management
- Lack of standards

- Inconsistent product quality– both service and facilities
- High insurance costs
- Lack of product differentiation (drawing on uniqueness of Manitoba)

The following is a prioritized list of key opportunities:

- Defining experiences rather than just activities
- Industry collaboration
- Marketing
- Packaging of existing product
- Cultural themeing of adventure product
- Ecotourism development
- Off-season development
- Prioritize market opportunities
- Develop new products
- Expanded inventory of ATE products
- Cross border product development (i.e. with Saskatchewan, Nunavut, Ontario etc)
- Events and festivals
- Product diversification
- Expanded use of parks and protected areas

7.3 Industry Priorities

In small working groups the participants at the workshop were asked to develop suggestions for mitigating the challenges and/or capitalizing on the opportunities. The following summary highlights some of the thinking with respect to the highest priority challenges and opportunities.

7.3.1 Packaging Experiences

- Create experiences not regions
- Identify experiences
- Identify icons (Note: Niagara Falls is an icon for Ontario. The Sydney Opera House and Ayers Rock are icons for Australia. An icon from a tourism marketing perspective is a feature or attraction that has sufficient prominence to represent or be symbolic of a destination in the minds of potential visitors.)
- Tell Manitoba stories to help differentiate product

7.3.2 Partnerships

- Travel Manitoba to help bring the industry together
- Hold an annual forum for the industry to come together, in March
- Facilitate partnerships between operators and other stakeholders
- Form some form of industry alliance to help in providing mentoring, support, communication and political advocacy

7.3.3 Marketing

- Allow for industry input into Travel Manitoba marketing

- Facilitate ongoing communication between operators, between government and operators etc
- Create a regular ATE sector newsletter
- Develop program of media FAM's
- Develop capacity for on-line internet booking with profits going back to marketing
- Lure piece for the Provincial adventure sector

7.3.4 Resource Management

- Improve communication between operators, Travel Manitoba and the Department of Conservation
- Improve tourism input in land use policy and planning
- Protect the unspoiled wilderness

7.3.5 Standards

- Create industry standards

7.3.6 Research

- Identify what the research needs are
- Provide better access to existing research

7.4 Government Agency Needs and Potential Contributions

The following exhibit presents a summary of the government feedback from the workshop session. The common threads from this workshop are as follows:

- Improved collaboration between government departments and industry
- Clear and consistent definition for ecotourism and its relationship to ATE sector
- Clear definition of priorities for product and marketing with industry direction
- Standards and certification

Industry Priorities

- Create experiences & tell stories
- Travel Manitoba to facilitate sector partnerships
- Industry input in provincial marketing
- Create industry standards & certification
- Identify research needs
- Coordinated resource management
- Ecotourism definition
- Identify priorities

Organization	*What does the organization need from the ATE Sector?*	*What can the organization contribute to the ATE Sector?*
Manitoba Culture, Heritage & Tourism Red River, Greenway	• Industry/government (government includes municipalities) collaboration in identifying priorities for development of initiatives, particularly as it relates to ATE and cultural heritage initiatives along corridor	• Opportunity for development along Red River in Manitoba (planned opportunities) • Interpretation of history/heritage/culture where appropriate (thinking experience)
Manitoba Conservation	• Industry inventory information • Market information • Cooperation between the parties (facilitation of industry/government partnerships)	• Protected natural environment • Participation in the development of standards • Collective product marketing in association with parks • Input into licensing processes in consultation with industry • Operational guidelines – development restrictions, etc.
Marketing@travelmanitoba	1. Packaging 2. More: • Industry brochures • Industry web sites • Industry participation at shows • Market ready partners for media tours and FAM's • Coop advertising • Visual images • Market knowledge	• Visual resources and market research • Marketing exposure via: - T.M. guides - T.M. web sites - Trade and consumer show attendance - Media program - Trade FAM's - Brochure distribution and centers, warehouse/call center - Coop advertising
Manitoba Culture, Heritage & Tourism	• Improved and increased communication with industry and other government • Improved collaborative approach to problem-solving between government agencies • More market research information • Collective/organized voice from industry to understand needs and define our role	• Market research and information • Help to frame description of experiences sought after • Technical assistance to clients • Limited financial assistance
Indian & Northern Affairs Canada	• To know what industry definitions or standards are to insure money is provided to industry meeting them • Steps for industry to become standardized • Clarification of Aboriginal Tourism; ownership and experience/activities	• Money to industry for pre-development and development with First Nation partnership • Facilitation to government teams-networks for aboriginal tourism • Participation at industry/government forums

Organization	*What does the organization need from the ATE Sector?*	*What can the organization contribute to the ATE Sector?*
Manitoba Intergovernmental Affairs	• A clear distinction and definition for program applications • Inventory by region • How can conservation be better linked? • Specifics re training and marketing	• Rural forum • Funding programs; research/marketing • Youth employment support • Link to conservation districts • Department is looking at opportunities to expand its marketing/training activities in the provinces regions utilizing our community economic development advisors
Parks Canada	• Joint standards, accreditation • Mature marketing/promotion that can communicate diversity of product against diversity of expectations of customers (clearinghouse, common information source, etc.) • Facilitation of regional approach industry/government/public collaboration at RMNP and Churchill	• Churchill, Riding Mountain as keystone attractions with experienced staff • Collaboration involvement especially regarding standards, aboriginal tourism, cultural/natural mix • Theming, branding • Management board • Advisory table as mechanisms for decision making • Some research, information resources
Indian & Northern Affairs Canada	• Clear definition of Eco-tourism as it applies to ATE and it's consistency with International definition of Eco-tourism • Check list to compare for the "Eco-Tourism" status • To identify additional funding partners for tourism/cultural experience opportunities • Community education; to facilitate 'buy-in'; result in public 'buy-in'	• Willingness to work with inter-governmental and private sector to ensure ATE success • Information on our funding programs
Manitoba Advance Education	• A clear understanding of the training required to support this sector •	• Money (base funding) to support training programs in the colleges
Canada/Manitoba Infrastructure Secretariat	• A clear outline of Provincial government priorities re ATE	• Infrastructure funding for project and proponents who apply and projects meet the programs criteria and guidelines

Organization	*What does the organization need from the ATE Sector?*	*What can the organization contribute to the ATE Sector?*
Manitoba Culture, Heritage & Tourism	• Definition • Does Saskatchewan model apply?	• Resources constituents • First point of contact for inbound tourists - Manitoba Museum - Churchill Museum - Heritage Sites - Festivals
Travel Manitoba	• A coordinated ATE development marketing strategy for Manitoba with definitions and "To Do's" as opposed to the 'generic' vision/mission statements *driven by industry input [private & public sector stakeholders/vested interests] market place	• Share information on travel Manitoba programs, research, activities, etc. • Access to capital programs • Access to government 'sounding board' opportunity. E.g. ministerial advisory group • Provide consulting skills
Tourism	• To identify the needs of the industry to realize growth in this sector and how government can address those needs • To have an understanding of other programs in government, and within the private sector, that can support this initiative and how they can support it to realize growth • To identify the markets with the most potential	• Facilitate the implementation of programming that addresses the needs as identified by the industry • Financial resources to address priorities • Increase awareness of the opportunities for Manitoba operators

7.5 Conclusions

There is an expressed need and an opportunity for better coordination and collaboration between the government and the private sector stakeholders in the ATE sector with respect to resource management, sharing research, product upgrading, human resource development/training and marketing. In order to achieve this there is a need for the industry to create a Manitoba adventure travel and ecotourism model providing clear definitions and standards for adventure and ecotourism including the individual activities that are covered by these definitions.

The government, primarily Travel Manitoba, but with involvement of other appropriate agencies like Conservation will need to play a key facilitating role in bringing the industry stakeholders together. However the government must not be seen to impose anything on the industry, but rather this should be a true partnership. Regular communication tools will need to be built into the program – for example an ATE sector newsletter and an ATE sector web site both for marketing/sales and sharing of information internally. Some type of formal alliance for the ATE sector may be warranted. Certification may be the best means to upgrade the product quality in this sector.

Conclusions

- Create a Manitoba adventure travel and ecotourism model
- Government to facilitate
- Strong industry input to Government programs
- New sector communication

8 A Proposed ATE Sector Strategy

8.1 Vision for Manitoba's ATE Sector

A proposed vision statement for Manitoba is:

> *By the year 2007 Manitoba is recognized as one of the more advanced provinces with respect to sustainable adventure travel and ecotourism, with clearly defined definitions and standards, a high quality and well differentiated product and a proven process for developing new products and efficiently marketing them to the domestic and international marketplace*

8.2 Goals & Objectives

The following are some suggested goals for Manitoba over the next 5 years with respect to adventure tourism and ecotourism

- Manitoba model for adventure tourism and ecotourism (separated) with widespread buy-in and support from the public sector partners, the conservation community, the Aboriginal communities, adventure and ecotourism operators etc
- An industry/government alliance to assist with advocacy, mentoring, coordination of marketing/training/product development/sourcing for financing
- Finalized provincial policy for adventure travel and ecotourism
- More sustainable adventure travel business sector
- Increase in market ready product from the estimated 20% to 80%
- Training programs targeted to the needs of the sector throughout the province
- Adventure travel business standards and certification
- Ecotourism standards and certification
- Aboriginal standards and certification
- Targeted provincial marketing program for adventure travel markets with private sector input and support
- Ongoing research program targeted to sector needs with an aim to help establish the value of the sector, characterize visitors, identify market opportunities and to assess the success of marketing tactics

8.3 Strategic Directions for Developing Manitoba's Adventure Travel Sector

8.3.1 *Manitoba Model for Adventure Travel & Ecotourism*

The working definitions for adventure tourism and ecotourism currently being used by Travel Manitoba are reasonably consistent with international norms. However there is a lack of understanding of the terms and their application by the industry in Manitoba and other government agencies. It is suggested that Travel Manitoba refine the definitions as follows (complying with

accepted international definitions), and then communicate these broadly to the industry to clarify current misunderstandings:

Sustainable tourism – "envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems." (*WTO & UNEP*). Sustainable principles should apply to all types of tourism activities and operations, not just nature-based tourism.

Adventure Tourism – Adventure travel is a leisure activity that takes place in an unusual, exotic, or remote destination. It tends to be associated with high levels of activity by the participants. Adventure travellers expect to experience varying degrees of risk, excitement, tranquillity and to be personally tested. Adventure travel encompasses both *hard adventure* with physical exertion and a degree of risk, and *soft adventure*, which involves a lesser degree of risk, more convenience and requires less experience. Adventure tourism should be differentiated from sport tourism, which would include alpine skiing, sailing, windsurfing, tennis and golf where the visitor is taking part in an activity in an organized setting or venue. Adventure should also be differentiated from consumptive tourism including fishing and hunting which is a sector of the industry with a different culture and very different market motivations. In Manitoba adventure travel could encompass the following types of activities:

- White water rafting and kayaking
- Canoeing
- Scuba diving
- Sea kayaking
- Hiking/backpacking
- Nature interpretation
- Dog sledding
- Snowshoeing
- Aboriginal adventure (with a cultural overlay)
- Expedition cruising
- Catch and release fishing (exclusively)
- Snowmobile touring
- ATV touring
- Hot air ballooning
- Wagon train trekking
- Jet boating
- Climbing
- Cross country ski touring
- Wildlife viewing
- Bicycle touring (mountain and road)
- Extreme adventure

Note: It will be important to ensure that catch and release fishing operators are exclusively involved in catch and release to ensure consumptive fishing operators are not included as adventure tourism.

Ecotourism – An enlightening nature-based travel experience that is respectful of the ecological, cultural and economic integrity of host communities/areas. Implicit in the definition are the following principles, as adopted by the International Ecotourism Society:

- Minimizing negative impacts on nature and culture that can damage a destination
- Educating the traveler
- Stressing the importance of responsible business
- Directing revenues to the conservation and management of protected areas and biological diversity
- Emphasizing the need for regional tourism zoning and visitor management plans

- Emphasizing the use of environmental and social base line studies
- Maximizing economic benefits locally
- Supporting economic empowerment of local communities
- Ensuring development does not exceed social and environmental carrying capacities
- Relying on infrastructure that has been developed in harmony with the environment

Ecotourism examples in Manitoba could include the following types of activity as long as they adopt the ecotourism principles:

- Bird watching
- Wildlife viewing
- Hiking and backpacking
- Horseback touring
- Visiting unique, undisturbed landscapes or ecological areas
- Northern lights viewing
- Geological interest
- Rafting expeditions
- Learning travel (with a focus on natural and cultural heritage)
- Canoeing
- Cross country ski touring
- Aboriginal cultural and/or adventure tourism
- Dog sledding
- Snowshoe touring
- Nature interpretation
- Archaeological interest
- Sea kayaking

These are all activities that can be undertaken while trying to minimize the ecological footprint from the activity. It should be noted that certain types of cultural heritage tourism can be ecotourism – for example Aboriginal cultural tourism or archaeological interest tourism.

The Manitoba adventure travel and ecotourism product inventory should be expanded to include all product operators/suppliers that fit under the provincial definition. This should include operators of protected areas and other government owned and/or operated attractions and facilities. A second inventory and database should be developed for the ecotourism sector. These would be operators that meet or exceed the minimum standards set for ecotourism in Manitoba. Only those consumptive tourism operators that can demonstrate effective separation of their consumptive business from the adventure or ecotourism business should be included. Effective separation should include a separate business, different operational seasons, different operational skills and training, physical separation of facilities and absence of potential for conflict between different user groups.

8.3.2 Adventure Travel & Ecotourism Standards & Certification

Manitoba needs to develop standards and certification for both adventure tourism and ecotourism. Aboriginal tourism whether it be adventure or ecotourism will require somewhat different standards and certification criteria. All three areas of standards and certification could be developed under one program but with some different criteria and standards. The standards and certification program should be developed as a joint initiative between the private and public sector stakeholders. In 2000 the Institute for Policy

Studies in the U.S. convened a meeting of international experts in sustainable tourism and ecotourism at Mohonk Mountain House in New Paltz, New York to discuss standards and certification. The meeting resulted in the unanimous approval of a set of general principles and elements that should be part of any sound ecotourism and sustainable tourism certification program. The following recommendations are consistent with the Mohonk Agreement.

Adventure tourism and ecotourism business **standards** should be developed for Manitoba drawing on international experience. These standards should be developed by activity type, and for tours, attractions and accommodation operations. The standards could cover the following categories:

- Adventure & ecotourism
  - ✓ Safety
  - ✓ Compliance with codes
  - ✓ Service quality
  - ✓ Staff training
  - ✓ Business operational
  - ✓ Environmental responsibility
  - ✓ Local community benefit
  - ✓ Market readiness
- Aboriginal specific
  - ✓ Guest/host relations
  - ✓ Authenticity
- Ecotourism specific
  - ✓ Ecological sustainability
  - ✓ Interpretation and education
  - ✓ Indigenous culture sensitivity
  - ✓ Local community benefits

Separate certification programs should be developed for both adventure and ecotourism operators based on the defined standards. One option for Manitoba would be to piggy-back on existing programs in other jurisdictions such as Saskatchewan with the Ecotourism program. The development of the program should be a participatory, multi-stakeholder, multi-sectoral process. The following are recommended considerations for the program:

- The objectives should be clearly stated
- The program should provide tangible benefits (incentive) to tourism suppliers and a means for tourists to choose wisely
- The program should set minimum standards while encouraging and rewarding best practice
- There is a process to withdraw certification if there is non-compliance
- Stringent controls should be put in place for use of seals/logos
- The program should be designed so there is motivation for continual improvement
- Criteria should relate to each area of the standards
- The certification process should be transparent and involve an appeals process
- The program should be independent of parties being certified and offer technical assistance

- The program should require audits by suitably trained auditors
- The program should incorporate consumer feedback mechanisms

The certification programs will need to incorporate marketing programs to ensure visitors to the province can make wise choices for certified adventure and ecotourism product. Eventually Travel Manitoba could make certification a minimum requirement for participation in provincial marketing initiatives for all adventure and ecotourism operators.

A code of ethics should be prepared, by industry for both visitors to the province and for tour operators selling Manitoba product.

8.3.3 Adventure Tourism Alliance

There is an expressed need and desire for some type of adventure tourism/nature-based tourism sector alliance in Manitoba. It is recommended that Travel Manitoba take the lead facilitating role in moving the adventure travel sector in this direction. The first step once a complete database of adventure operators has been assembled may be to start an adventure sector newsletter or e-newsletter to begin sharing information and resources. Another role for Travel Manitoba could be to organize an annual adventure tourism forum such as a conference. Industry participants involved in the ATE sector workshop suggested the most appropriate timing for such an event would be mid-late March. Other relevant government departments such as Conservation should also be invited. It should be one of the objectives of the initial conference to develop a plan for a preferred type of industry alliance going forward. The conference could provide a useful venue for sharing information on training opportunities, financing opportunities, the discussion on sector standards and certification, resource management issues and marketing opportunities. Professionally facilitated sessions could be held to help define the nature and operational characteristics of the industry alliance, as well as provincial marketing and sector training needs. Seminars could be offered to assist operators with market readiness, working with the travel trade, basic business skills, utilizing available research etc.

An industry organization or alliance could provide the following functions:

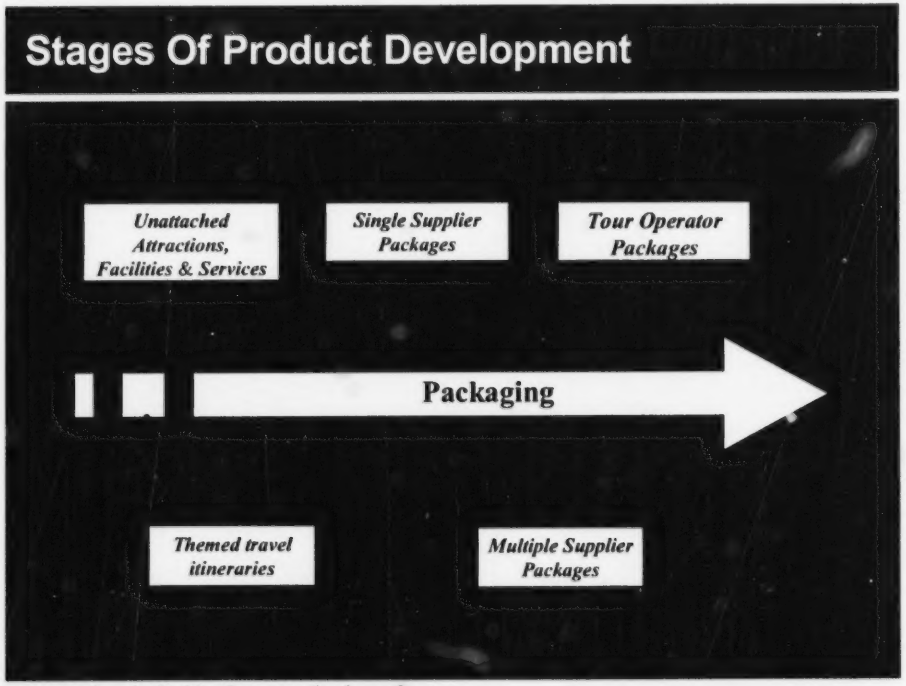
- Advocacy
- Coordination of sector specific training
- Coordination of sector marketing
- Joint/group purchasing (i.e. insurance, research)

Another initiative that could be started by Travel Manitoba, or alternatively by the industry alliance would be to undertake targeted research for the adventure and nature-based travel sector to define existing traveller visitation and economic impacts and identify/segment future market opportunities. Once this information is in hand it is recommended that the alliance undertake an industry/public awareness program targeted at the broader tourism industry and general public to help establish a better understanding and appreciation for this sector.

8.3.4 Adventure Sector Partnerships

The following chart illustrates the stages in development of tourism product packaging (creating an experience) from single unattached

attractions or services to fully packaged experiences sold through the travel trade. Packaging is only one step in product development. Product development includes a broader range of features and can include everything from the physical set-up of an operation to the staff training. There is some good packaging and themeing starting to take place in the adventure sector in Manitoba, but there is also a lot of product being marketed as individual unattached product.



The following are recommendations to help in moving this sector further to the right along the packaging continuum.

- Travel Manitoba should develop a packaging manual targeted at operators in this and other tourism industry sectors and host an ongoing series of seminars throughout Manitoba to assist operators in developing packages. The Ontario packaging initiative is a good example (www.tourismpartners.com) as are the Canadian Tourism Commission's market readiness workshops.
- Opportunities to partner and package across the provincial boundaries should be assessed. For example there may be opportunities to jointly package product with operators and/or DMO's in Nunavut, Ontario and Saskatchewan.
- Once sufficient market ready product is available in the adventure sector Travel Manitoba could assist in creating an adventure marketplace where market ready suppliers could have the opportunity to meet and sell to inbound and receptive tour operators and wholesalers. This could potentially be done

in conjunction with another province such as Saskatchewan or northwestern Ontario.

8.3.5 Training Programs

There are some very good training programs targeted at operators in the adventure sector, and there is an expressed interest in developing more targeted training programs by the educational sector. Travel Manitoba could assist by bringing together representatives from the educational sector and the adventure suppliers to complete a training needs assessment. An assessment of successful adventure training programs in other jurisdictions would be a useful background piece for the participants.

8.3.6 Business Support Financing

It is recommended that consideration be given to creating some type of pooled business support fund that can be accessed by operators in the adventure sector to upgrade and expand their businesses. One of the recommendations in the report *Adventure Travel and Ecotourism In Canada: Strategic Framework for Development* published by the CTC in 1997, suggested that the adventure sector should band together with government and private sector to create a pool of venture capital for developing and enhancing adventure businesses. For the most part businesses in this sector are small, with many being lifestyle businesses. They are also broadly scattered throughout predominantly rural Manitoba. Access to capital for expansion, upgrading and new product development is difficult.

The primary objective of this business support fund would be to fill the void in existing public sector programs and private lender instruments to locally provide due diligence, mentoring and financial support targeted at this sector. The fund could be set up to focus on supporting business expense improvements in the value relationships between quality and price for existing or new products and services.

Business support falls into two categories. First there are balance sheet investments such as fixed assets (i.e. a building) and working capital. Second are expense investments that appear as expense categories on the profit and loss statements. This would include marketing, training, staffing etc. Balance sheet investments are already provided for through various government funding programs and through commercial lending institutions. That is why the recommendation is made to focus on expense investments that improve the competitiveness (value proposition) of existing and new products.

The building blocks for effective business support in this sector are financing, due diligence and mentoring. Current government funding programs are for the most part not sector specific nor do they have the mandate or staff skill-sets to provide ongoing due diligence and mentoring.

Expense investments that could be covered under this type of program could include human resource development costs, marketing, and sales. Examples as to how the fund could be applied are as follows:

- Arranging for a group of adventure operators to visit and meet with a similar activity-focused group of operators in another more advanced jurisdiction or vice versa – i.e. New Zealand
- Bringing in an ecolodge development and marketing expert to help audit existing

adventure focused remote lodge operators in Manitoba

- Organizing training programs in remote areas for a small group of operators

8.3.7 Marketing Adventure in Manitoba

It is recommended that Travel Manitoba adopt a niche marketing strategy for the adventure sector using more "below the line" or partnership tactics to maximize effectiveness with a limited budget. Normally destination marketing is dominated by expensive advertising. With the targeted markets identified for the adventure sector in Manitoba there is potential for more "below the line" marketing tactics. Developing relationships with tour operators must be an integral component of future marketing, but will take several years to develop once market ready product is in place.

The following markets appear to offer the best potential for high yield visitation based on this product/market match analysis:

- Kayaking/canoeing (guided)
- Multiple activity including hiking and wildlife viewing
- White water rafting
- Aboriginal adventure
- Winter adventure
- Bird watching
- Catch & release fishing

The focus should be on the softer end of the adventure continuum where guides are used and there are more travel comforts (higher yield and larger market segments).

Marketing of ecotourism should only begin once there is sufficient critical mass of true ecotourism product.

Our assessment of existing product would suggest that the product lines where there is sufficient market ready product would be in canoeing, "multiple activity" with wildlife viewing and possibly bird watching. These should provide the short-term focus for marketing in this sector.

The following are suggested tactics:

- Web site – should be enhanced to electronically link to market ready suppliers in order to maintain up-to-date availability of inventory. The site should eventually be able to book sales and connect to relevant tour operators, travel agents, global adventure travel and ecotourism portals and alternative distribution channels on-line.
- Market ready criteria should be applied to suppliers that participate in provincial marketing initiatives for this sector. Examples of criteria may be as follows:
  - ✓ Business reachable 24 hours a day 365 days of the year
  - ✓ Trained staff
  - ✓ Good transportation access
  - ✓ Sufficient support services
  - ✓ Appropriate language capabilities
  - ✓ Understanding of needs of target markets
  - ✓ Pricing structure allowing commissions, net rates etc

- ✓ Ability to confirm rate well in advance (1 year for tour operators)
- ✓ Operations meets safety and health codes and requirements

- "Below the line" marketing –initiate partnerships campaigns such as:
  - ✓ Bird watching market with specialty retailers (Tilley Endurables, the Birding Store), appropriate birding organizations/clubs and birding equipment manufacturers (i.e. binoculars)
  - ✓ Sea kayaking market with sea kayaking retailers (Mountain Equipment Coop), manufacturers (Current Design), sea kayaking tour operators (Black Feather) and clubs (both sea kayaking and relevant nature clubs/associations)

Note: "Below the line" is a term that describes marketing activities that fall outside or below the traditional marketing expense line on a profit and loss statement. Instead of spending dollars on advertising , which is a typical marketing expense, below the line would be focussed on creating strategic partnerships and promotions that enable more cost effective and targeted marketing to niche markets such as the adventure and ecotourism markets. It is not a commonly used term or tactic because most marketing agencies are advertising agencies and they are incentivized to place ads, and therefore tourism marketing campaigns are typically dominated by advertising. This may be good expenditure for general awareness and mass tourism but not always for niche markets.

- Slide/image bank – working with the industry develop a slide-image library for future marketing initiatives. This could incorporate a photo contest to solicit new photographs.
- Media FAM's – to obtain editorial coverage rather than purchasing advertising
- Events – assist in marketing appropriate events (those that can and do target adventure travelers) that can help to showcase key adventure travel destinations in Manitoba. A good example is the successful Destination Dawson City snowmobile touring event in the Yukon (www.trekoverthetop.com)
- Research – to monitor results and success of all marketing initiatives

8.3.8 Resource Management

Travel Manitoba may need to play a catalyst role in bringing together the relevant government and industry stakeholders to develop resource management strategies. The adventure and ecotourism stakeholders and operators should be involved in the resource management planning process.

8.3.9 Product Development

Travel Manitoba can play an important role in stimulating new product development. Efforts should be made to stimulate product that can attract higher yield market segments. The following are intended as examples:

- New partnerships with protected area managers
- New accommodation – hut to hut, ecolodge etc
- Rafting

- Mountain biking
- Sea kayaking
- Snowmobile/ATV touring
- Winter experiences – aurora watching, snowshoeing, dog sledding
- Aboriginal
- Horseback riding – trail riding
- Expedition cruise in Hudson Bay
- Events to profile destinations

This will require financial assistance and mentoring for business planning, capital investment assistance and marketing support.

8.3.10 Phasing and Priorities

It is recommended that the main focus for the initial two years be on organizing and upgrading the quality of existing operators in this sector. Years 3, 4 and 5 would then focus on new product development and marketing. This is not to suggest that marketing be delayed for three years but rather the emphasis from Travel Manitoba be on existing product and capacity enhancement in the first three years, then expansion of product development and marketing initiatives.

Key strategic directions are prioritized below by year for the next five years. These priorities are intended to stimulate discussion and would need to be finalized by the Department of Culture, Heritage and Tourism based on resource availability assessments recognizing other Departmental responsibilities and priorities.

Year 1

1. Work towards consensus on a Manitoba model for adventure tourism and ecotourism.
2. Establish, communicate and enforce clear market readiness criteria and operational standards for participation in any provincial programs targeted at this sector.
3. Expand the database of adventure and ecotourism operators in the province to include parks and protected areas and all product categories agreed to in the model.
4. Facilitate the organization of an adventure/nature-based tourism sector forum/conference to bring stakeholders together in an effort to form some type of industry alliance and communication plan.
5. Initiate a training needs assessment to identify gaps and solutions in association with industry and the educational sector.
6. Assess the concept of a business support financing program in conjunction with other funding providers.
7. Initiate a sector newsletter or e-newsletter to work the database and begin to share information, and to help create wider understanding of ecotourism principles.

Year 2

1. Facilitate the creation of an industry sector alliance.
2. Host the second annual adventure tourism/nature-based tourism forum or conference.
3. Initiate targeted research for this sector, both existing visitation/impact and potential market segmentation.

4. Develop a packaging manual or packaging seminars targeted at this sector to begin stimulating more packaging.
5. Implement a business support financing program.
6. Initiate 'below the line' and other marketing tactics targeted at the adventure markets, developed in association with operators.
7. Working together with industry, begin to develop the slide/image library.
8. Work as a catalyst in bringing the industry together with relevant government departments to work on resource management strategies.

Year 3

1. Continue packaging efforts.
2. Begin to focus on stimulating new product development. This will likely require financial assistance programs.
3. Upgrade the provincial web site to become a DMO web.
4. Begin to work with industry on developing the framework for a provincial certification program for nature-based tourism including adventure tourism, ecotourism and Aboriginal tourism. This will need to include the definition of provincial standards.
5. Undertake an awareness program targeted at the general population to create broader understanding of the value of nature-based tourism and ecotourism and the need to find more sustainable models.
6. Continue the annual forum.

Year 4

1. Launch the provincial standards and certification program.
2. Continue with new product development initiatives.
3. Pass responsibility for the annual forum on to the alliance.
4. Initiate an adventure tourism/nature-based tourism marketplace to facilitate buying and selling.

Year 5

1. Broaden marketing for the certification program.
2. Continue product development initiatives.
3. Assist in enhancing existing and developing new events that help to showcase key adventure tourism and nature-based tourism destinations.